

PHILADELPHIA HOUSING AUTHORITY

MOVING TO WORK ANNUAL PLAN YEAR FOUR

CARL R. GREENE
EXECUTIVE DIRECTOR

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PHILADELPHIA HOUSING AUTHORITY
DRAFT MOVING TO WORK ANNUAL PLAN
YEAR FOUR

TABLE OF CONTENTS

Part One

Section 1:	MTW Overview.....	5
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Part Two

Section 2:	Households Served	18
Section 3:	Occupancy and Admissions Policies	23
Section 4:	Changes in Housing Stock.....	26
Section 5:	Sources and Amounts of Funding.....	28
Section 6:	Uses of Funds.....	30
Section 7:	Development and Capital Planning Activities.....	32
Section 8:	Management Information for Owned/Managed Units.....	37
Section 9:	Management Information for Leased Housing.....	41
Section 10:	Resident Programs	46
Section 11:	Other Information Required by HUD	49

List of Tables

Table 2-1.	Number and Unit Size of PHA Households in Year Four	18
Table 2-2.	Composition of PHA Households by Family Type in Year Four.....	18
Table 2-3.	Income Levels of PHA Households in Year Four	19
Table 2-4.	Type of PHA Households in Year Four.....	19
Table 2-5.	Race/Ethnicity of Heads of Households of Public Housing and Housing Choice Vouchers in Year Four.....	20
Table 2-6.	Composition by Bedroom Size Need for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Four.....	20
Table 2-7.	Composition by Family Type for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Four.....	21

Table 2-8.	Income Levels for All Waiting List Applicants for Public Housing and Housing Choice Vouchers in Year Four.....	21
Table 2-9.	Composition by Race/Ethnicity for All Waiting List Applicants for Public and Housing Choice Vouchers in Year Four	21
Table 4-1.	Public Housing Units and Housing Choice Vouchers: Existing and In Use in Year Four of MTW.....	26
Table 5-1.	Sources and Amounts of Funding Included in the MTW Block Grant.....	28
Table 5-2.	Sources and Amounts of Funding Outside the MTW Block Grant	29
Table 5-3.	Summary of MTW Funds and Non-MTW Funds.....	29
Table 6-1.	Projected Expenditures by Program.....	30
Table 7-1.	Capital Investment Strategy.....	33
Table 7-2.	MTW Year Four Capital Programs.....	34
Table 9-1.	Proposed MTW Voucher Usage in MTW Year 4.....	43

Appendices

Appendix A:	MTW Priorities.....	A-1
Appendix B:	MTW Major Initiatives.....	B-1
Appendix C:	Public Housing Asset Management Table.....	C-1
Appendix D:	FY 2004 Capital Fund Program.....	D-1
Appendix E:	HOPE VI/Mixed-Finance and Replacement.....	E-1
Appendix F:	Vacancy Rates.....	F-1
Appendix G:	Uncollected Rent.....	G-1
Appendix H:	Work Order Response Rates.....	H-1
Appendix I:	Annual Inspections	I-1
Appendix J:	Resident Satisfaction Survey and Protocol.....	J-1
Appendix K:	Elements of Rent Simplification.....	K-1

MOVING TO WORK PLAN
PART ONE: OVERVIEW

MOVING TO WORK ANNUAL PLAN YEAR FOUR OVERVIEW

Introduction

This document represents the fourth Annual Plan submitted by the Philadelphia Housing Authority (PHA) under the Moving To Work (MTW) Demonstration Program. PHA is one of thirty-two participants nationwide in the MTW Demonstration Program. Through designation as an MTW agency, PHA and other participating Housing Authorities are given significant budget flexibility and regulatory relief in order to achieve national and locally determined MTW goals.

During the first three years of MTW, PHA laid the foundation for an ambitious and far reaching program to achieve excellence in housing management, revitalize public housing communities and Philadelphia neighborhoods, reform the Housing Choice Voucher program and achieve a wide range of operational efficiencies. PHA envisions the remaining four years of the Demonstration Program as focusing primarily on implementation activities designed to build on this foundation.

This MTW Year 4 Annual Plan summarizes PHA's major plans and initiatives for Fiscal Year 2004, which begins on April 1, 2004. Overall, MTW Year 4 will involve the continuation and expansion of initiatives planned or begun in the initial three years of the MTW Demonstration. These initiatives include:

- **Comprehensive Rehabilitation and Neighborhood Revitalization Activities.** As noted in this document, PHA is administering the most aggressive and ambitious capital improvement program in the agency's history. This includes over \$1 billion in current and planned construction activities. The multiplier effect of these expenditures generates billions of dollars in the local and regional economy. In addition to major capital activities at PHA public housing sites, MTW funding flexibility has allowed PHA to leverage its funding in support of several significant neighborhood development initiatives. During MTW Year 4, more than 1,000 new or rehabilitated affordable housing units will be brought "on line" for Philadelphia's low-income households.
- **Support for Resident Economic Self-Sufficiency.** PHA continues to expand its efforts to promote resident economic self-sufficiency through a wide variety of new and ongoing programs including linkages with the statewide "welfare to work" system. PHA will further develop its existing training programs and partnerships, expand its affordable homeownership and Housing Choice Voucher homeownership programs, and create a second "One Stop" Family Self-Sufficiency Center in the coming year. Planned initiatives, including a rent simplification program, will support residents in building equity and saving for homeownership, education and other productive purposes. Ongoing initiatives such as the seven-year time limit on Housing Choice Voucher program participation will continue to support PHA's overall self-sufficiency objectives.
- **Process Simplification.** Through MTW, PHA will continue its efforts to streamline program administration. Implementation of a simplified rent system and two-year recertifications are examples of activities that will continue during MTW Year 4. The extent of these initiatives will be subject to PHA review of public comments on this matter.
- **Continued Management and Administrative Improvements.** PHA will continue its ongoing management improvement efforts in order to increase administrative efficiency

and improve service to our residents. These efforts have resulted in the implementation of Peoplesoft's financial, grant, supply chain, human resources, Enterprise Portal, and Customer Resource Management (CRM) applications. PHA has recently received a "strong" rating based on a thorough review of the Authority's operations conducted by Standard and Poor's rating service. PHA will continue to pursue modifications to existing procurement, demolition and developer selection procedures to expedite progress.

All MTW activities have been incorporated into PHA's comprehensive, agency-wide Strategic Operating Plan (SOP), which provides a detailed "blueprint" for the Authority's goals, objectives and tasks. Progress and outcomes of tasks and objectives are tracked and updated on a routine basis.

PHA's MTW Year 4 Annual Plan is organized into three sections:

- **Part One** provides an overview and summary of PHA's planned activities including MTW-specific and other initiatives. A list of approval requests that PHA intends to submit by separate letter to HUD is also included in this section.
- **Part Two** provides statistics and narrative on a wide range of management and financial indicators as required under the MTW Agreement. This includes details on households served, waiting lists, capital plans, budgets, resident programs and other key information. A series of relevant charts and tables are included in these sections.
- **Appendices** to the Annual Plan expand upon information provided in the main document and include summaries of PHA's agency-wide Strategic Operating Plan and MTW policy and program directives.

As part of each year's MTW planning effort, PHA provides opportunities for the residents and the broader community to review the proposed goals and objectives and offer feedback. The Annual Plan reflects resident comments expressed throughout the year and is made available for public review and comment prior to submission to the Board of Commissioners for approval. At the end of each fiscal year, PHA is required to submit an Annual Report documenting progress made in meeting the goals and objectives specified in the MTW Annual Plan.

Strategic Operating Plan Goal 1: Achieve Excellence In Property Management.

During MTW Year 4, PHA will continue to operate a number of ongoing property management initiatives related to its conventional and scattered site public housing portfolio. These ongoing initiatives include:

- Continuous improvements to core management and maintenance systems in order to increase rent collections, improve property maintenance, and reduce vacancy turnaround time by converting rent collections to PeopleSoft's Accounts Receivable module and implementing PeopleSoft's Customer Resource Management (CRM) support and field service modules.
- Continuation of the Sparkle Plus program to improve the curb appeal of PHA developments by upgrading exterior conditions.
- Continuation of the Clean Sweep Program, which fulfills the resident Community Service requirement through resident volunteered time at site and neighborhood cleanup activities.
- Performance enhancements to the maintenance delivery tracking system to ensure rapid completion of maintenance work orders at all sites and the reduction of long-term backlogs at scattered site properties by implementing PeopleSoft's CRM field service module.
- Enhanced unit rehabilitation efforts that, combined with the Home Selection Day process, will allow PHA to reoccupy vacant housing units in a more efficient manner. Completion of Vacancy Reduction efforts will make an additional 260 units available for reoccupancy.
- Enhanced lease enforcement efforts to improve the quality and safety of PHA communities and Philadelphia's neighborhoods. Activities include the implementation of the PeopleSoft CRM module and the creation of quality of life software applications such as complaint, investigation, incident and risk tracking.
- Training and asset management initiatives including Low-Income Housing Tax Credit training to ensure program compliance at Alternatively Managed Entity (AME) sites

In addition to ongoing initiatives, Year 4 activities will include:

- Reoccupancy of Revitalized Sites. PHA will undertake the efficient reoccupancy of approximately 737 new units brought on line as a result of PHA's extensive revitalization efforts.
- Comprehensive Modernization. PHA will also rehabilitate approximately 170 existing units under its revitalization efforts.
- Implementation of Two-Year Recertifications. In public housing, PHA will transition from the current annual recertification system to a two-year recertification cycle. This is

a part of the overall rent simplification proposal developed over the past year. Low-Income Housing Tax Credit properties will not be subject to this initiative.

- Implementation of Simplified Rent System. PHA will implement a new rent calculation system for public housing residents that will modify the current deduction system. The new system, to be based on family size, will decrease the percentage of income paid towards rent and provide incentives for resident savings. It is expected that low-income housing tax credit properties initially will not be subject to this initiative.
- Implementation of Minimum Rents. PHA will implement a minimum rent for both public housing and leased housing participants following a 90-day grace period for hardship cases.

Strategic Operating Plan Goal 2: Achieve Excellence in The Management Of The Housing Choice Voucher Program and Enforce Program Compliance.

PHA's Housing Choice Voucher (HCV) program provides rent subsidies to over 14,700 low-income families living throughout the City of Philadelphia. As part of the MTW Demonstration, PHA has implemented substantial improvements to the HCV program. Improvement efforts started in prior years that will continue in MTW Year 4 include:

- Establishment of new HCV requirements including a seven-year time limit on HCV benefits for all households except for those headed by elderly, disabled persons unable to work, and other defined circumstances.
- Implementation of a two-year recertification process in place of the current one-year system.
- Improved applicant screening and enforcement of program regulations, including enhancements to PHA's investigative and complaint tracking software.
- Implementation of Tenant Integrity Program training for all program participants.
- Development of comprehensive staff training program and revised procedures manual.
- Implementation of new landlord training and outreach programs.
- Implementation of direct deposit for Housing Choice Voucher payments.
- Establishment of a network of Community-Based Housing Choice Voucher offices at five locations throughout the city.
- Implementation of "Good Neighbors Make Good Neighborhoods" program to provide case management and transitional services in partnership with the City and local transitional housing agencies.
- Creation of new Quality Control procedures and systems to improve the accuracy and completeness of client and property owner files.

- **Housing Choice Ombudsman Program.** In an effort to improve community responsiveness and provide accurate information regarding the voucher program, PHA has hired an Ombudsman and will continue to implement its new Ombudsman program.

The above efforts will continue over the next year. In addition to these efforts, PHA will conduct the following Year 4 MTW activities:

- **Dislocated Worker Program.** In an effort to reduce the impact of lay-offs and plant closings on low-income workers, PHA will implement a pilot Dislocated Worker Housing Allowance Program. The program will provide short-term housing subsidies, job training, and placement services to eligible workers. Planning efforts were conducted throughout Year 3 to prepare for this new initiative.
- **Family Economic Development Action Plan (FEDAP).** Housing Choice Voucher Program participants who receive Temporary Assistance to Needy Families (TANF) benefits or report zero income will work with PHA staff to develop and implement a Family Economic Development Action Plan as a condition of their continued participation in the program. As noted, PHA has implemented a seven-year time limit for participation in the Housing Choice Voucher Program, subject to certain exemptions for elderly and disabled households. PHA will also continue to expand its supportive service offerings and employment and training initiatives to support Housing Choice Voucher Program participants in moving to economic self-sufficiency. New program initiatives will also be implemented to assist currently employed households in developing career paths leading to "living wage" jobs. (See also description of Community Partners Program RFP below).
- **Rent Simplification.** To promote the goals of economic self-sufficiency and administrative efficiency, PHA will simplify the rent calculation system for Housing Choice Voucher participants. The new system eliminates most deductions while reducing the standard percentage of gross income paid towards rent. In addition, as with the public housing program, a minimum rent will be implemented following a 90-day grace period for hardship cases.
- **HCV Transitional Neighborhood Strategy.** During MTW Year 4, PHA will conduct relevant planning activities and implement a plan to coordinate Housing Choice Voucher leasing activities in support of the City of Philadelphia's "transitional market" revitalization initiatives. The City's Neighborhood Transformation Initiative (NTI) has designated a number of geographic areas within the City as "transitional market" areas. These areas share some or all of the following characteristics: relatively high and steady housing prices; lack of robust price increases; population shifts including some areas with gains and other with losses; physical conditions showing signs of wear; and, elevated levels of vacancies.

In order to support the ongoing improvements in these areas, PHA will implement maximum HCV annual leasing targets within the transitional market areas. PHA intends to provide informational materials to guide voucher holders in their housing search. In addition PHA will continually monitor leasing activity within the designated transitional market areas.

In tandem with this effort, PHA intends to encourage HCV participants to consider moves to mobility areas designated by the City as "high value" or "regional choice".

- Mobility Counseling. To reduce the concentration of Housing Choice vouchers in poverty-impacted neighborhoods, PHA will implement additional mobility counseling programs in order to assist program participants in locating housing.

Strategic Operating Plan Goal 3: Develop Affordable Quality Housing That Supports Balanced Communities.

In addition to the administration and management of owned and leased housing units in Philadelphia, PHA's core business involves the development of quality affordable housing. This Strategic Operating Goal encompasses both the redevelopment of PHA communities and new development initiatives that complement Philadelphia's neighborhood revitalization efforts. MTW funding flexibility has allowed PHA to leverage capital dollars in support of public housing and neighborhood revitalization. Major ongoing initiatives related to this goal include:

- During Year 3, PHA will have reoccupied over 1,000 units of rehabilitated or new construction housing including units at Cambridge Plaza Phase I, Richard Allen Phase III, Martin Luther King Plaza, Wilson Park, Suffolk Manor, Mt Olivet, 117 Scattered Sites, Blumberg Apartments and Schuylkill Falls Phase I.
- Ongoing expansion of the affordable housing supply through the acquisition of existing properties. During MTW Years 1-3 PHA acquired and substantially completed rehabilitation of Suffolk Manor, Mt. Olivet, and various scattered site properties. These actions yielded approximately 415 affordable housing units.
- Enhancements to the Unit-Based Voucher Program. During Year 3, PHA issued a new RFP for the Unit-Based Program. The RFP uses MTW flexibility and allows qualified partners to request Housing Choice Vouchers, ACC, or other available PHA funds for the repair, rehabilitation, or construction of new units for neighborhood revitalization efforts. Proposals are currently under review and will continue to be received during the coming year. Through this program, PHA has expanded the range of financing tools available to support affordable housing development in the City of Philadelphia.

To complement the Unit-Based Voucher Program described above, PHA issued an RFP to solicit participation in the provision of services to PHA families (Public Housing or Housing Choice Voucher), as well as other MTW eligible-families in neighborhoods where PHA has units or is providing assistance. The Community Partners Program (CPP) will fund a range of neighborhood supportive services including child-care, transportation, job training, mobility counseling, and activities that foster lease compliance. The RFP has been tailored to target participation by community associations, neighborhood non-profits, non-profits servicing special populations, church affiliated non-profits, and others. PHA is currently reviewing responses and expects to continue to accept proposals under this program during MTW Year 4.

- Homeownership. PHA will continue to promote affordable homeownership opportunities through its homeownership programs including 5-h, Turnkey III, Housing Choice Voucher Program, mixed-finance and HOPE VI related homeownership initiatives. Over 500 units of affordable homeownership are currently under development. By the beginning of MTW Year 4, PHA will complete the sale of its first 50 units under the Housing Choice Voucher Homeownership Program. As the year

progresses, the program will be expanded to include an additional 100 units. Eligibility and intake procedures have been revised for all homeownership programs.

- **Financing.** PHA has secured financing to redevelop existing PHA communities and leverage PHA resources. PHA leveraged a total of \$597 million in new funding through HOPE VI and other non-PHA capital funds, low-income housing tax credits, and government special purpose revenue bonds. PHA relied upon alternative funding streams to provide multiple phases of redevelopment financing for Tasker, Richard Allen, Cambridge, Lucien E. Blackwell Homes (formerly known as Mill Creek Apartments), Wilson Park, Martin Luther King Plaza, Schuylkill Falls, Raymond Rosen, Blumberg Apartments, Suffolk Manor and Mt. Olivet.

In addition to these ongoing initiatives, PHA will conduct the following activities:

- **Revitalization Initiatives.** PHA will continue and expand its large-scale physical revitalization efforts at public housing and other sites around the City. PHA's extensive capital improvement activities are described in Section 7 and Appendix E.
- **Affordable Homeownership.** PHA will continue to expand its homeownership activities to create quality affordable homeownership opportunities for public housing residents, Housing Choice Voucher participants, and other low-income residents. PHA will expand its recently implemented Housing Choice Voucher Homeownership program to include an additional 100 vouchers. PHA will also implement enhanced housing counseling services to help residents with budget issues and credit repair. PHA and its affiliates in the Community Partners Program will offer additional activities designed to support successful homeownership.
- **Replacement Housing.** PHA will continue its efforts to increase housing opportunities through the implementation of its Replacement Housing Policy. The policy focuses on four strategies for the acquisition of property: (1) purchase of single-family scattered sites, foreclosure by institutional lenders of single-family residential buildings, and purchase of multi-family residential buildings; (2) reuse of ACC subsidy for affordable housing projects; (3) provision of capital funds for affordable housing projects; and (4) neighborhood redevelopment projects.

Strategic Operating Plan Goal 4: Implement Public Safety Programs That Promote The Well-Being Of Our Neighborhoods and the Accountability of Program Participants.

This Strategic Operating Plan Goal focuses on implementing effective public safety programs that incorporate active roles for residents and law enforcement agencies. In addition to enhancing security at public housing developments, PHA has emphasized the importance of lease enforcement and resident responsibility in promoting public safety. Ongoing initiatives in this area that will continue during MTW Year 4 include:

- Continuation of site-based policing teams at many PHA conventional sites on a sixteen-hour per day basis. The deployment of patrol officers is monitored continuously to account for changes in crime patterns, community input and resource allocations.
- Exploration of options to expedite the process of criminal record checks on all applicants and household members.

- Implementation of internal COMSTAT crime statistics meetings similar to those used by the City of Philadelphia Police Department to facilitate continuous review and response to public safety issues.
- Improved coordination between PHA Police Department, resident groups and other law enforcement agencies including the Philadelphia Police Department.
- Implementation of Quality of Life programs with clearly defined guidelines and sanctions that incorporate PHA lease violations and local ordinances.
- Enhanced lease enforcement activities at PHA family and senior developments.
- Implementation of the D.A.R.E. and G.R.E.A.T. programs to incorporate health and public safety concerns into youth programs.
- Support for resident-police partnerships through the establishment of a Police Advisory Board, the development of Town Watch programs, and participation with the Citizen Crime Commission of Delaware Valley.
- Expedited Processing of Complaints and Hearings. PHA continues to implement administrative changes to expedite the processing and tracking of complaints and hearings related to the Housing Choice Voucher Program. By facilitating the rapid and fair resolution of problem situations, PHA helps to protect the rights of program participants while supporting strong and stable neighborhoods. Complaints and Hearing tracking will be centrally located in PeopleSoft's CRM application.
- Enhanced Tenant Responsibility Training. As part of its local leased housing MTW program initiative, PHA requires all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at the initial lease-up and during recertification. This training improves residents' understanding of their roles and responsibilities for their unit and the community at large. Participants will be monitored by a client tracking system within the PeopleSoft CRM application.
- Required Landlord Training. PHA has developed and will continue to implement a program for property owners associated with the Housing Choice Voucher Program. This includes required training by professionals from the Institute of Real Estate Management (IREM), as well as training provided by PHA regarding local property management issues, city code compliance, lease enforcement, and community responsibilities.
- Security Enhancements to PHA Properties. As noted in the Capital Improvement summary included in this Annual Plan, PHA will continue to implement security related capital improvements. Improvements include performing a PHA-wide Security Assessment to standardize equipment such as card access readers, digital video recorders, and video color monitors.

Strategic Operating Plan Goal 5: Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Support Services for PHA Residents.

In support of resident achievement of self-sufficiency, PHA will continue its implementation of ongoing programs and implement a series of new initiatives during MTW Year 4. This includes:

- Continue to identify and secure additional supportive service program funds. In the last fiscal year, PHA secured an additional \$ 27.5 million in funding to enhance resident-oriented programs.
- Expand services to residents through the Community Partners Program. As previously noted, PHA is currently receiving and evaluating proposals for expanded supportive services to PHA households through this new initiative.
- Provide "One Stop" employment and training services to residents through the comprehensive Family Self-Sufficiency (FSS) Center established at Blumberg Apartments. The Center houses a wide range of PHA programs and partner institutions including the Ramsey Educational Development Institute, the Career Link program, GED classes, computer skills development, homeownership counseling and the Family Self-Sufficiency Program. PHA will establish a second center over the coming year to expand the range of program offerings and services available to public housing and HCV households.
- Implementation of career-oriented training and placement programs including the Pre-Apprenticeship, Certified Nursing Assistant, and Pharmacy Technician training programs. PHA will continue to implement new training initiatives during MTW Year 4 in partnership with local and regional agencies.
- Implementation of Learnscape Computer Based Training application to provide residents with basic learning skills.
- Implementation of youth development activities to complement existing career development programs that now serve approximately 670 youth annually.
- Expansion of resident access to health-care and childcare services.
- Development of opportunities for expanded resident access to technology services including establishment of on-site and mobile computer labs.
- Involvement of public housing and community residents in volunteer activities such as the Clean Sweep program in order to improve PHA communities.

Strategic Operating Plan Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.

Strategic Operating Plan Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.

Strategic Operating Plan Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.

The Strategic Operating Plan Goals of establishing efficient operating procedures, implementing cost saving strategies, and maximizing the use of technology to improve operational efficiency are more critical than ever as PHA strives to achieve maximum outcomes from limited resources. In Year 4 of the MTW Demonstration Program, PHA will continue to implement a series of improvement initiatives begun during the first two years of the program.

- Development of asset management protocols for Alternately Managed Entities including extensive focus on Low-Income Housing Tax Credit (LIHTC) regulatory compliance.
- Establishment of site-based management plans for all PHA/Mixed-Finance properties.
- Implementation of internal procedures to track and ensure compliance with internal and external audits and studies.
- Improvements to contract monitoring, reporting and record keeping systems.
- Implementation of Financial and Supply Chain Upgrades to Web enabled technology including PeopleSoft 8.8 Customer Resource Management (CRM) support implementation module, and PeopleSoft 8.8 CRM field service (work orders) implementation.
- Implementation of Peoplesoft's 8.8 CRM technology to create tracking databases such as complaint tracking, incident tracking, MTW client tracking, investigations tracking and risk management tracking.
- Implementation of NIKU's strategic and project management software application, which merges the strategic plan with tactical implementation. The application couples top-down portfolio analysis with bottom-up project, program and initiative management and integrates necessary supporting processes, resulting in a seamlessly integrated system.
- Improvements to PHA Staff Recruitment, Retention and Evaluation Processes. PHA created a Recruitment Plan with the strategy to maximize the use of internet technology, employment referrals, personal contacts, institutions of higher education, a variety of media advertising, flyers, job fairs and networking through affiliate groups. The aim is to attract, hire and retain the highest caliber of employees in order to assist PHA with its mission of "Building Better Neighborhoods" and its desire to become an "Employer" of choice.

A review is currently underway by an outside consultant to evaluate all of PHA's 600 various classifications and job descriptions in order to develop a new compensation structure and performance evaluation measurement tools. The purpose of these changes is to assist managers in evaluating employee performance in a more effective manner, to motivate employees to strive for excellence, and to compensate those employees for their endeavors.

- Employee Training. PHA offers an array of courses designed to enhance employees' skills. An added benefit of employee training efforts is improved service to PHA residents. These training programs include:

Contract Administration and Project Management Training, through a contract with ESI (partnering with George Washington University).

Tax Credit Compliance, Finance and Accounting Training.

Extensive staff training in computer hardware and software systems.

Operations Training through a subscription and partnership with the Housing Television Network (HTVN), which offers a myriad of training and informational sessions focusing on Public Housing policy, ethics, management, compliance, and maintenance issues. Development courses are also offered for housing commissioners that include professional development and leadership training workshops. Certificate programs are offered in computer applications, maintenance, human resources, and public housing management and occupancy.

Operations staff will also attend training programs sponsored by Nan McKay in Housing Quality Standards (HQS), Rent Calculation, Occupancy & Eligibility (Section 8 and Public Housing) and Inspector training.

NTT, Inc will provide training related to the National Fire Code and will establish additional training opportunities to address the maintenance training needs of PHA.

Continuous staff training programs, including property management training, are offered by the Institute for Real Estate Management.

- Improvement Plans will be implemented for Warranty-Tracking, Supply Chain Management and a Utility Management Savings Plan.
- PHA also conducts a continuous review of options related to Insurance/Liability coverage.
- Implementation of Revised Procurement Policies. By separate letter, PHA is requesting HUD's approval for revisions in procurement policies that will allow for more expeditious and effective procurement without sacrificing the benefits of competition.

Strategic Operating Plan Goal 9: Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Services.

PHA continuously seeks to enhance its services to residents and the community through the establishment of agreements with local, state and federal agencies and organizations and the expansion of existing partnership:

- Development of working relationships with the Philadelphia Police Department and the City in support of PHA's Community Life Improvement Plan (CLIP) and Quality of Life programs.
- Financial support for PHA's employment and training initiatives provided by the State of Pennsylvania.
- Provision of extensive financial support for PHA revitalization activities through commitment of Low Income Housing Tax Credits by the State of Pennsylvania.

Approval Requests. In support of MTW activities, PHA will submit approval requests under separate cover for the following programs or policies:

- Streamlined review process for demolition and disposition applications;
- Simplification of the development and redevelopment process;
- Changes to procurement requirements; and
- A Housing Choice Voucher Transitional Neighborhood Strategy.

MOVING TO WORK PLAN *PART TWO*

SECTION 2: HOUSEHOLDS SERVED

This section provides information about the types of units in the Philadelphia Housing Authority's Public Housing and Housing Choice Voucher (HCV) programs, as well as the characteristics of the families that PHA serves. During the MTW program, overall occupancy has increased but PHA continues to serve a predominately very low-income population. Further, PHA projects continued increases in overall occupancy during MTW Year 4. At least 75% of the households assisted will be very low-income households at the time they enter the program.

A. Number and Characteristics of Households Served

Households by Unit Size. As of September 30, 2003, the total number of households residing in Conventional, Scattered Sites and Housing Choice Voucher units was 27,562. The percentages for unit sizes are listed in Table 2-1. Two, three, and four bedroom units represent approximately 77% the households served.

Table 2-1. Number and Unit Size of PHA Households in Year Four.

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional ¹	488	1540	2104	1970	420	86	9	6,617
Scattered Sites	0	36	704	2631	732	573	226	4,902
HCV ²	543	2,622	4,132	7,223	1,180	263	80	16,043
Program Total	1,031	4,198	6,940	11,824	2,332	922	315	27,562
Distribution %	3%	16%	26%	43%	8%	3%	1%	100%

Source: PHA CCS September 30, 2003.

¹ Count does not include demographic data from for households at Alternately Managed Entity (AME) Sites. See Table 4-1 for total unit and household count including AME sites.

² Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Family Type. The number and type of households served by PHA are presented in Table 2-2. Family households represent 59% of all households served by PHA, followed by disabled households representing 23%, and elderly households representing 18% of the total households.

Table 2-2. Composition of PHA Households by Family Type in Year Four.

Housing Type/ Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program Totals
Conventional ¹	3,257	49%	1,892	29%	1,468	22%	6,617	100%
Scattered Sites	2,697	55%	1,182	24%	1,023	21%	4,902	100%
HCV ²	10,167	63%	1,931	12%	3,945	25%	16,043	100%
Program Totals	16,121	59%	5,005	18%	6,436	23%	27,562	100%

Source: PHA CCS, September 30, 2003.

¹ Count does not include demographic data from for households at Alternately Managed Entity (AME) Sites. See Table 4-1 for total unit and household count including AME sites.

² Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Income Groups. As indicated in Table 2-3, 23,930 households (87%) of the total households served by PHA have incomes below 30% of the Area Median Income (AMI). An additional 2,937 households (11%) earn between 30-50% of AMI. Households with incomes over 80% of the Median Income represent less than one percent of households served.

Table 2-3. Income Levels of PHA Households in Year Four.

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	<u>TOTAL</u>
Conventional ¹	5,941	486	121	69	6,617
Scattered Sites	3,929	663	238	72	4,902
HCV ²	14,060	1,788	179	16	16,043
Program Totals	23,930	2,937	538	157	27,562
Percentage	87%	11%	<2%	<1%	100%

Source: PHA CCS, September 30, 2003.

¹ Count does not include demographic data from for households at Alternately Managed Entity (AME) Sites. See Table 4-1 for total unit and household count including AME sites.

² Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Housing Type. The Housing Choice Voucher Program had a total of 16,043 units leased as of September 30, 2003, representing 58% of the total households served by PHA (Table 2-4). PHA's portfolio of public housing units includes 4,902 scattered site units representing approximately 18% of the total units. Conventional public housing development units represent 24% of the households served and are distributed predominately in North, West, South and Southwest Philadelphia.

Table 2-4. Type of PHA Households in Year Four.

Housing Type/ Program	Total	Percentage
Conventional ¹	6,617	24%
Scattered Sites	4,902	18%
HCV ²	16,043	58%
Program Totals	27,562	100%

Source: PHA CCS, September 30, 2003.

¹ Count does not include demographic data from for households at Alternately Managed Entity (AME) Sites. See Table 4-1 for total unit and household count including AME sites.

² Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

Race and Ethnicity. Table 2-5 details the racial and ethnic composition of PHA family members. African-Americans represent the greatest percentage (88%). White households represent 6% and Hispanic households represent approximately 4 % of PHA's total population.

PHA plans to continue its efforts to increase diversity among the population served by developing targeted marketing materials and conducting quarterly meetings with community groups. PHA also intends to place advertisements in local foreign-language newspapers, offer PHA promotional literature in various languages, modify PHA's telephone system to provide information in languages other than English, and increase the diversity of PHA's workforce.

During MTW Year Four, PHA will continue to develop and implement a range of marketing plans aimed at improving outreach and access to all population groups. As an example, PHA will commence a Mobility Program that will increase tenant choice, provide additional support services for tenants, and improve opportunities for tenant self-sufficiency.

C. Projected Number of Households to be Served

1. Public Housing Households. PHA projects that it will serve 13,970 households in the public housing program by March 31, 2005. This represents a 1,696-unit increase over the 12,274 total households served as of September 30, 2003. In Year Four, PHA will continue to transfer a significant number of households at sites under redevelopment. Increases in units are projected as a result of enhanced vacancy reduction efforts and the re-occupancy of phases of Richard Allen Homes III, Cambridge Plaza I and II, Suffolk Manor, Blumberg, Whitehall, Hill Creek, Wilson Park III, Schuylkill Falls, Martin Luther King, Mt. Olivet, and Tasker Homes Phase I and II, Lucien E. Blackwell Homes (formerly known as Mill Creek Apartments), and St Ignatius.
2. Housing Choice Voucher Households. PHA projects that it will serve 14,700 MTW households with Tenant-Based Vouchers in the HCV Program by March 31, 2005. PHA also projects that funding representing 2,050 vouchers will be used for approved MTW activities including capital development.

D. Impact of MTW on Households Served

Overall, PHA projects that the total number of households served by the end of MTW Year 4 will increase by approximately 2,160 over the September 30, 2003 total of 30,367 households. For comparative purposes, PHA was serving approximately 24,602 households in the year prior to the initiation of the MTW Demonstration Program in FY 2001.

Income Groups. As indicated in Table 2-3, 23,930 households (87%) of the total households served by PHA have incomes below 30% of the Area Median Income (AMI). An additional 2,937 households (11%) earn between 30-50% of AMI. Households with incomes over 80% of the Median Income represent less than one percent of households served.

Table 2-3. Income Levels of PHA Households in Year Four.

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	<u>TOTAL</u>
Conventional ¹	5,941	486	121	69	6,617
Scattered Sites	3,929	663	238	72	4,902
HCV ²	<u>14,060</u>	<u>1,788</u>	<u>179</u>	<u>16</u>	<u>16,043</u>
Program Totals	23,930	2,937	538	157	27,562
Percentage	87%	11%	<2%	<1%	100%

Source: PHA CCS, September 30, 2003.

¹ Count does not include demographic data from for households at Alternately Managed Entity (AME) Sites. See Table 4-1 for total unit and household count including AME sites.

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SECTION 3: OCCUPANCY AND ADMISSIONS POLICIES

This Section provides information on policies governing eligibility, selection, admissions, assignment, and occupancy of families that are served by the Philadelphia Housing Authority.

Eligibility, Selection and Admissions, Assignment, and Continued Occupancy of Families.

PHA requests criminal records and sex offender records from local, state and Federal agencies to screen applicants for both the public housing and Housing Choice Voucher programs. Public housing residents must meet credit check criteria as well as the criminal history check. In addition, all applicants must meet the eligibility criteria defined in PHA's Admissions and Continued Occupancy Policy (ACOP) and Administrative Plan. The PHA tenant selection criteria (established in accordance with 24 CFR Part 960.202-205) are used by PHA to determine if the applicant will make a suitable resident. Suitability requires that the applicant and other household members demonstrate, through verified information, the ability, either alone or with assistance, to meet PHA's selection criteria, including compliance with the terms of PHA's lease, and any other PHA rules governing tenancy.

PHA will make a concerted effort in Year 4 to establish electronic links to Social Security Administration, Pennsylvania Department of Public Assistance and other entities that provide required third party verifications

Admissions and Continued Occupancy Policy

PHA has completed an initial draft of a revised ACOP. Over the course of MTW Year Four, PHA will issue a Draft ACOP document and, as necessary, lease document, for public comment. The revised ACOP will include the following sections:

- Statement on flexibility and requirements under the MTW Agreement.
- Statement on non-discrimination and privacy.
- Statement on 504 compliance requirements.
- Statement on affirmative marketing and Fair Housing.
- Description of MTW definitions of annual and adjusted income, including treatment of assets, exclusions from income, and standard deductions (Rent Simplification).
- Description of type and structure of the waiting lists (PHA Community-Wide, PHA Site-based and Independent Site-Based Waiting Lists) and their relationship to mixed-finance properties and other assisted properties.
- Description of preference system:
 - Local preference based on income group (50% -- 0 to 30% of AMI and 50% -- 31% to 80% of AMI).
 - Within Income Groups ranking preference for working or work-ready families (with provisions for families with disabilities).
 - Mixed population buildings -- preferences and single persons.
 - Ranking preference for families displaced by government action or domestic violence.
 - Super-preference for families displaced by natural disaster.
 - Right to return preference for residents of mixed-finance developments and other redevelopment properties (including meeting property specific requirements, i.e., two years of employment).
- Description of factors other than preference that affect admissions and new preference system.
- Enhanced section on applicant screening criteria and Quality of Life.

- Revised Tenant Selection and Assignment Plan including:
 - New options for listing on more than one waiting list.
 - Offer of project-based units to residents on the public housing wait list.
 - Statement on Home Selection Day and unit offers.
 - Statement on open enrollment for properties with independent site-based lists but receiving PHA assistance.
 - Statement on treatment of families who refuse units without good cause.
 - Statement on removing applicant names from the waiting list.
 - Statement on leasing accessible units.
 - Statement on applicant waiting list and resident transfer list including types and priority of transfers.
 - Statement of transfers between Public Housing and the Housing Choice Voucher Program.
- Revised section on unit size standards.
- Statement on resident absence from the unit and notice requirements to PHA.
- Statement on showing units to applicants.
- Statement on definition of *visitor*.
- Requirements for certain types of transfers.
- Description of incentive transfers.
- Description of Home Selection Day and Open Enrollment process.
- Description of two-year re-certification process.
- Modifications to interim rent adjustment policy.
- Modifications to resident-paid utilities and excess utility charge policy.
- Description of modified rent system and use of flat rents and rent schedules.
- Establishment of minimum rent policy.
- Description of admissions and continued occupancy policies pertinent to mixed-finance properties.
- Updated definitions to conform to QHWRA as appropriate.
- List of regulatory citations.

PHA will allow occupants of acquired properties to be certified as public housing residents, provided that these households meet PHA's eligibility requirements. This will allow those families to relocate to public housing units and receive a preference (contingent upon meeting eligibility criteria) to return to their original site upon redevelopment completion. These same families, if eligible, may also consider relocation to privately managed public housing developments, referred to as Alternately Managed Entities (AMEs).

PHA may modify its existing waiting list policy to refer applicants on the public housing waiting list to project-based Housing Choice Voucher owners for occupancy in project-based housing. This will reduce the wait for families on the public housing waiting list and enable PHA to increase the utilization of project-based vouchers by serving more families. After one year in the project-based voucher program, the participant would be eligible for a tenant-based voucher, subject to availability.

Deconcentration

Under the Year Four Plan, PHA will continue to implement programs that will integrate all homeownership programs, including homeownership in the HOPE VI and mixed-finance developments, into the MTW Family Program. Through these efforts, PHA hopes to improve the quality and diversity of their respective neighborhoods.

The goal of the MTW Family Program is to increase the incomes of PHA families, thereby contributing to in-place deconcentration. To achieve this outcome, PHA will also implement an enhanced Mobility Counseling component for households participating in PHA's Housing Choice Voucher program. Expanded and integrated community policing and lease enforcement efforts are also intended to improve conditions in developments and communities where PHA housing exists and to attract a greater mix of incomes. Finally, PHA plans to acquire and rehabilitate properties that will attract households with a broad range of incomes (See also the discussion of Resident Programs in Section 10 of this Plan).

Market/Flat Rents.

PHA is in the process of revising the Ceiling Rent schedule. PHA has looked at establishing Flat Rents for its public housing sites but has opted to address the Ceiling Rent issue in lieu of establishing a Flat Rent. In addition a rent simplification program, including 2-year recertification for public housing, is currently under consideration. In MTW Year Four, PHA expects to implement the two-year recertification, revised Ceiling Rents, and rent simplification. PHA has already implemented a two-year recertification program for the HCV program. Residents of Low-Income Housing Tax Credit units will continue to be recertified every year and will not participate in the rent simplification program.

SECTION 4: CHANGES IN HOUSING STOCK

This section compares the number and types of housing units and Housing Choice vouchers available as of September 30, 2003 and a projection for the number of units that will be available by March 31, 2005.

A. Existing Number of Housing Units Available As of September 30, 2003.

Housing Choice Voucher. PHA had approximately 16,750 MTW vouchers available as of September 30, 2003.

Public Housing. PHA had approximately 15,865 family public housing units available as of September 30, 2003.

B. Projected Number of Housing Units Available by March 31, 2005.

Table 4-1 provides projections of the number of public housing and Housing Choice Voucher program units to be utilized by March 31, 2005 (See Tables in Section 2 for Households Served).

Housing Choice Voucher. PHA projects that it will use 14,700 vouchers for tenant-based by March 31, 2005. PHA will use the balance of its MTW vouchers for approved MTW activities.

Public Housing. As a result of vacancy reduction and redevelopment efforts, PHA projects an increase of 810 available public housing units during MTW Year Four and an increase of 1,696 households served.

Table 4-1. Number of Public Housing Units and Housing Choice Vouchers Existing and In Use in Year Four of MTW.

Housing Programs	Current	Current	Projected	Projected
	Available	In Use	Available	In Use
	Sept 30, 2003	Sept 30, 2003	March 31, 2005	March 31, 2005
MTW Tenant-Based Vouchers	16,750	14,236	16,750	14,700
MTW Activity Vouchers ¹	--	2,050	--	2,050
MTW Voucher Subtotal	16,750	16,286	16,750	16,750
Section 8 Moderate Rehabilitation	935	928	935	928
Non-MTW Vouchers ²	929	879	929	879
Non-MTW Voucher Subtotal	1,864	1,807	1,864	1,807
Voucher Total	18,614	18,093	18,614	18,557
Public Housing: Units	15,865	12,274	16,675	13,970
TOTAL PHA UNITS	34,479	30,367	35,289	32,527

¹ See Table 9-1.

² Special purpose vouchers for the Family Unification Program, Designated Housing, Stenton Arms, Kemble Park (opt-outs) and Mt. Olivet (relocation).

C. Reformulation of Public Housing Units

Developments and scattered sites units are identified by designated HUD numbers. With the approval of HUD and certain investors, PHA intends to combine (reformulate) a portion of three of its developments into one number and its scattered sites into ten numbers. PHA will initiate two requests to HUD for reformulation: (1) Richard Allen III and Cambridge I, II and III, which are effectively contiguous, mixed-finance developments, will be combined under one number, with a request for sub-numbers for each of the developments; and (2) PHA's scattered sites will be reformulated from sixteen (16) to ten (10) separate numbers. PHA owns approximately 8,000 scattered site properties in the city of Philadelphia. Reformulation of these properties would result in: (1) unified record keeping and reporting for tax credit and bond-funding purposes; and (2) management and staffing efficiencies such as shared management with a single tax-credit experienced manager. Only the mixed-finance portions of Richard Allen will be included in the reformulation.

SECTION 5: SOURCES AND AMOUNTS OF FUNDING

This Section reflects the sources and amounts of funding included in the consolidated MTW Budget, the sources and amounts of funding outside the MTW budget, and a combined budget statement.

A. Sources and Amounts of Funding Included in the Consolidated Budget Statement.

Table 5-1 presents the funding streams and amounts received or anticipated by PHA in FY 2004 that are eligible for consolidation as the MTW Block Grant. Sources of funds include the following:

- Dwelling Rental Income. Derived from rent payments by public housing residents.
- Interest Income. Derived from funds held in interest bearing accounts.
- Housing Choice Vouchers. Funds provided by HUD for rent payment subsidies for Housing Choice Program. MTW Vouchers issued are limited to a number that can be absorbed by Philadelphia neighborhoods, and the remaining resources are redirected to accomplish key objectives of the MTW Program.
- Capital Funds. Provided by HUD to improve the physical condition of public housing properties through modernization and rehabilitation of dwelling units, interior and exterior site improvements, and the upgrading and modernizing of non-dwelling areas. The Capital Fund Program also funds management improvements, land acquisition and debt service on capital projects.
- Operating Subsidy. Provided by HUD to housing authorities to fund the administrative, management and maintenance expenses of developments owned by the PHA. Operating subsidy enables housing authorities to keep rents affordable for lower income families by covering operating expenses that cannot be supported entirely by rental income.

Table 5-1. Sources and Amounts of Funding Included in the MTW Block Grant

Revenue Sources	FY 2003 Budget	FY 2004 Budget
Dwelling Rental Income	\$ 14,534,873	\$ 15,768,492
Interest Income	2,575,435	929,086
MTW Housing Choice Voucher ^{1,2}	134,130,870	129,838,823
Capital Subsidy including Replacement Housing Factor ¹	81,656,872	81,834,247
Operating Subsidy ¹	102,468,892	107,499,997
Total Revenues	\$335,366,942	\$335,870,645

¹ Subject to appropriation.

² Excludes Non-MTW Vouchers, Mod Rehab and Special Allocations.

B. Sources and Amounts of Funding Outside the Consolidated MTW Budget Statement.

The Philadelphia Housing Authority receives contributions from several sources including city, state and other federal sources that would not be eligible for consolidation into the MTW Block Grant. These funding sources are listed in Table 5-2 (See Appendix E for information on HOPE VI and leveraged funds).

Table 5-2. Non-MTW Sources and Amounts of Funding.

Revenue Sources	FY 2003 Budget	FY 2004 Budget
Resident Opportunity and Family Self-Sufficiency Grants	\$ 251,874	\$ 279,000
Other Federal Grants	2,931,610	2,134,488
Non-Federal Sources: City of Philadelphia, ChildCare Food Program, Summer Feeding Program, Senior Program, Job Retention	11,819,848	1,055,640
Subtotal	\$15,003,332	\$ 3,469,128
Non-MTW Vouchers/ Administrative Fee/Interest	12,561,681	13,270,343
Total Revenues	\$27,565,013	\$16,739,471

C. Consolidated Budget Statement.

A combined statement of both the funds included in MTW and those funds outside of the MTW Budget is presented in Table 5-3. See Appendix E for a description of HOPE VI and mixed-finance funded programs.

Table 5-3. Summary of MTW Funds and Non-MTW Funds.

Revenue Sources	FY 2003 Budget	FY 2004 Budget
Dwelling Rental Income	\$ 14,534,873	\$ 15,768,492
Interest Income	2,631,383	1,282,689
HCV Subsidy ¹ and Admin Fee	146,636,603	142,755,563
Capital Subsidy ¹ including Replacement Housing Factor	81,656,872	81,834,247
Operating Subsidy ¹	102,468,892	107,499,997
Other Grants	15,003,332	3,469,128
Total Revenue	\$362, 931,955	\$352,610,116

¹ Subject to appropriation.

SECTION 6: USES OF FUNDS

A. Previous Year Expenditures.

The focus of Year Four activities is to increase the number and quality of affordable housing units available to eligible low-income families by improving maintenance and management operations, reducing overhead costs, and accelerating the schedule of redevelopment activities. Most Year One through Year Three activities centered on implementing improvements to PHA's systems, procedures, and administrative structure. The focus of the upcoming year will be on upgrading existing housing stock, developing additional public housing units, improving the delivery of services to residents, and streamlining functions in the organization for the purpose of reducing administrative costs.

B. Planned Expenditures.

Planned expenditures for the following year are presented below in Table 6-1 according to the individual sources of the MTW Block Grant.

Table 6-1. Projected Expenditures by Program

Project	Budget
Public Housing Operating Funds ¹	\$124,197,575
Capital Funds ¹	81,834,247
Housing Choice Voucher Program ^{1,2}	143,109,166
Other Grants	3,469,128
TOTAL	\$352,610,116

¹ Subject to appropriation.

² Includes \$353,603 (from total interest income) + \$142,755,563(HCV Budget).

Public Housing Operating Funds. Includes the costs to manage and operate the PHA conventional site developments and scattered site housing, and the authority's administrative offices.

Capital Funds. Includes unit rehabilitation, vacancy reduction, new unit development, site improvements, non-dwelling upgrades, property acquisition, architectural and engineering technical assistance, and management improvements (See Section 7 for a description of Capital programs).

Housing Choice Voucher Funds. Includes tenant and project-based vouchers, administrative fees, salaries, benefits, rehabilitation of units, capital improvements, special program vouchers for homeless and dislocated worker programs, and self-sufficiency service programs for residents. Major site improvement programs financed with HCV Funds include new and comprehensive modernization at Cambridge Plaza, Suffolk Manor and Mt Olivet; and vacancy reduction activities at Mantua Hall, Oxford Village, Hill Creek, Johnson Homes, Harrison Plaza, Holmecrest, Morton Homes, Norris Apartments, Queen Lane, Bentley Hall, Bartram Village, Haddington Homes, Paschall, Spring Garden Apartments and West Park Apartments.

Other Grants. Includes social service programs for residents.

C. Description of Changes in Uses of Funds as a Result of MTW Designation.

Under the MTW Demonstration Program, PHA has developed a MTW Block Grant Budget with the following five core areas:

- Reform of the existing Housing Choice Voucher Program;
- Revitalization of neighborhoods where PHA residents and PHA-eligible residents reside;
- Development of a Family Program to provide comprehensive self-sufficiency services to eligible residents;
- Establishment of a Quality of Life Program that fosters community values, resident and landlord participation and better neighborhoods; and
- Establishment of efficient operating procedures and the implementation of cost-saving strategies.

Development of an annual budget structured around these five core areas has allowed PHA to focus more closely on its overall mission, as well as to deliver services to its constituents in a more efficient and effective manner.

Obligation and Expenditures. PHA will obligate its capital funds within two years and expend within four years.

D. Reserve Balance and Adequacy of Reserves.

PHA has increased its Low Rent Operating Reserve every year since the fiscal year ending March 31, 1998. At that time, the reserve was approximately \$3.5 million. As of the fiscal year ending March 31, 2003, PHA's unrestricted Low Rent Operating Reserve was \$34,307,473¹. This amount of reserve provides PHA with the resources to explore innovative ways to provide performance incentives and make other management improvements. These initiatives may occasionally reduce reserves temporarily. PHA is also examining its leave accrual policies to determine if it can improve efficiency and save money. Additionally, PHA will explore owning real estate for administrative offices in lieu of leasing space.

Prior to April 1, 1999, PHA was self-insured for personal injury claims. Asserted and unasserted claims are accrued based on PHA's experience and the advice of an independent claims manager. As the potential for claims against the Self-Insurance Fund are reduced within the next two years, PHA will reexamine its personal injury self-insurance requirements. In addition to the reserve for general liability maintained for claims from the period during which PHA was self-insured, PHA maintains the reserves required by its current insurance carriers for general liability and Workers' Compensation.

¹ This number excludes reserves dedicated for Homeownership Programs.

SECTION 7: DEVELOPMENT AND CAPITAL PLANNING ACTIVITIES

PHA's Capital Planning strategy is designed to support, rehabilitate and modernize the infrastructure of neighborhoods where PHA residents live. This section describes PHA's major capital needs and costs, as well as the projected timetable for addressing these needs. It also identifies planned capital expenditures, homeownership activities and demolition and disposition requests for Year 4. PHA's Capital Plan for Year Four is attached in Appendix D.

A. Major Development Needs and Projects, Estimated Costs and Proposed Schedules

PHA maintains current physical needs assessments that include estimated costs for all facilities for the purposes of capital planning. The total capital funds needed at the present time are estimated at over \$1 billion inclusive of non-construction "soft costs". This breakdown of needs by development is presented in Table 7-1.

Capital needs continue to exceed the supply of funding resources. In response, PHA has developed a Capital Investment Strategy for the next 20 years, in order to strategically invest in those projects and programs that offer the best opportunities to increase the value of PHA's infrastructure and improve the livelihoods of MTW and MTW-eligible residents. This capital funds investment strategy also seeks to leverage additional funding resources for HOPE VI and mixed-finance sites through program awards, private equity from tax credits, bonds, third party financing, construction financing, and partnerships with other government programs, private developers, neighborhood organizations and service providers, as more fully described in Appendix E.

Table 7-2 shows the locations where development activities are ongoing or are expected to commence during Year 4. These development activities are funded by the Capital Fund and/or other sources such as HOPE VI, bonds and other mixed-financing programs.

B. 2004 Capital Fund Program

The FY 2004 Capital Fund Program is designed to continue PHA's multi-faceted approach to addressing the physical needs of its housing stock while improving the efficiency and effectiveness of its management and operational functions.

The FY 2004 Capital Fund Annual Statement is a product of input from all PHA departments and the PHA Resident Advisory Board. The Annual Statement developed for the FY 2004 Program enables PHA to address its highest priority physical and management needs. The following is a summary of the major work item categories and specific work activities contained in the FY 2004 Capital Fund Program.

Management Improvements. The Capital Fund Program devotes approximately 12 percent of its funding allocation to address activities that qualify as management improvements. Resident and site security are the major activities funded in this section. PHA will provide over \$5.1 million for police patrol and more than \$1.6 million for the resident-staffed lobby monitor program. Computer software acquisition, installation and program implementation activities are also a major component of the Management Improvement line items. Over the past three years, the PHA has been implementing PeopleSoft computer systems. The FY 2004 Capital Fund program will obligate \$1 million for the completion of this system conversion project.

Table 7-1. Capital Investment Strategy.

Property	Estimated PHA Funding Need	Proposed Time Schedule
117-Unit Scattered Site/New Development	\$ 18,500,000	2001-2003
Abbottsford	\$ 24,000,000	2004-2012
Arch Homes	\$ 5,000,000	2019
Arlene Homes	\$ 1,159,000	2003, 2014
Bartram Village	\$ 5,100,000	2003, 2013
Bentley Hall	\$ 3,402,000	2013
Cambridge ¹	\$ 18,800,000	2002-2007
Cecil B. Moore	\$ 837,000	2014
Champlost	\$ 2,000,000	2016
Collegeview	\$ 1,636,000	2003, 2012
Emlen Arms	\$ 250,000	2014
Fairhill Apts.	\$ 2,000,000	2006, 2014
Germantown House ¹	\$ 7,500,000	2004-2005
Haddington Homes	\$ 23,000,000	2019-2021
Harrison Plaza	\$ 24,000,000	2002, 2004-2008
Haverford Homes	\$ 718,000	2012
Hill Creek	\$ 19,980,000	2002-2003, 2006, 2015
Holmecrest Homes	\$ 5,200,000	2013
Johnson Homes	\$ 65,000,000	2003-2011
Katie B. Jackson	\$ 5,060,000	2019-2021
Liddonfield	\$ 27,000,000	2003-2006, 2009-2010
Lucien E. Blackwell Homes ¹ (formerly Mill Ck)	\$ 15,000,000	2002-2006
Mantua Hall	\$ 15,000,000	2006, 2018
Martin Luther King ¹	\$ 5,000,000	2001-2005
Morton Homes	\$ 15,000,000	2005, 2011, 2012
Mt. Olivet ¹	\$ 10,700,000	2003-2004
Neumann North (67 ACC units) ¹	\$ 2,000,000	2003-2005
Norris (high/low rises)	\$ 10,000,000	2002, 2006, 2020, 2021
Oxford Village	\$ 13,000,000	2002, 2004-2005, 2016-2017
Parkview	\$ -	NA
Paschall Apts.	\$ 16,756,000	2004, 2016, 2017
Passyunk Homes Admin Building	\$ 7,000,000	2003
Plymouth Hall	\$ 4,528,000	2005, 2013
Point Breeze	\$ 1,445,000	2012
Queen Lane	\$ 6,000,000	2005, 2006, 2012
Eight Diamonds (off-site)	\$ 16,900,000	2000-2003
RDA acquisitions and rehab	\$ 8,000,000	2003-2006
Richard Allen III ¹	\$ 8,800,000	2002-2003
Scattered Site Modernization	\$ 200,000,000	2002-2021
Scattered Site Development	\$ 150,000,000	2002-2021
Schuylkill Falls ¹		2001-2005
Spring Garden Apts.	\$ 14,500,000	2006-2008
St. Ignatius ¹	\$ 1,000,000	2003-2006
Suffolk Manor ¹	\$ 10,324,000	2002-2003
West Park Apts.	\$ 23,800,000	2004, 2015
Westpark Plaza	\$ 12,000,000	2004, 2014
Whitehall Apts.	\$ 20,740,000	2002-2007
Debt Service Repayments ²	\$ 240,000,000	2002-2022
TOTAL	\$ 1,087,635,000	
¹ Capital Funding needs for HOPE VI and Mixed-Finance Developments.		
² Bond Funded Developments: Tasker, Blumberg, Wilson III and Westpark (Exterior/Unit Improvements).		

Table 7-2. MTW Year Four Capital Programs.

Development Name	Scope of Work	Construction Cost	Completion Date
Liddonfield	Community Bldg. Addition	\$350,000	Jul-03
Blumberg	Security System	\$1,300,000	Aug-03
Harrison	Balcony Enclosures	\$1,600,000	Aug-03
Whitehall	Comprehensive Modernization	\$1,000,000	Oct-03
West Park	Concrete Rehab	\$2,500,000	Nov-03
West Park	Public Space Improvements	\$7,500,000	Nov-03
Blumberg	Modernization	\$9,000,000	Dec-03
Cambridge I ¹	New Development	\$4,358,000	Dec-03
Hill Creek (34 units)	Comprehensive Modernization	\$3,600,000	Dec-03
Richard Allen III ¹	New Development	\$8,800,000	Dec-03
Scattered Site (117 Units)	New Development	\$18,500,000	Dec-03
Suffolk ¹	Modernization	\$10,324,000	Dec-03
PHA-Wide	Security Upgrades	\$1,000,000	Apr-04
Queen Lane	Security System	\$800,000	Apr-04
Wilson Park	Comprehensive Modernization	\$18,000,000	Apr-04
PHA-Wide	Security Systems for three Section 8 offices	\$300,000	May-04
Harrison	Lobby Entrance	\$900,000	Jun-04
Mantua	Modernization	\$3,000,000	Oct-04
Richard Allen III	Non-Dwelling	\$2,500,000	Oct-04
Cambridge II ¹	New Development	\$5,800,000	Dec-04
Norris Apartments	Security System	\$500,000	Dec-04
Whitehall Apartments Phase IV	Comprehensive Modernization	\$7,800,000	Dec-04
Harrison	Kit/Bath/Handicap Accessibility	\$3,260,000	Mar-05
Fairhill	Security System	\$800,000	Apr-05
Passyunk	PHA Police Station/ISM	\$7,000,000	Oct-05
West Park	Elevator upgrades and balcony enclosures	\$12,000,000	Oct-05
Wilson Park	Non-Dwelling	\$5,000,000	Oct-05
Germantown House	Comprehensive Modernization	\$7,500,000	Dec-05
Johnson Homes	Utilities upgrade	\$6,000,000	Dec-05
Martin Luther King	New Development	\$5,000,000	Dec-05
Mt. Olivet ¹	Acquisition, Preconstruction, Operations	\$10,600,000	Dec-05
Third Party Capital Requests	New Development	\$5,000,000	Dec-05
Scattered Sites	New Development/Infill/Rehab/Modular Housing	\$10,000,000	Dec-05
Tasker (Bond)	New Development	\$165,000,000	Dec-05
Cambridge Phase III	New Development	\$4,800,000	Dec-05
Whitehall Apartments Phase V	Comprehensive Modernization	\$7,500,000	Dec-05
Lucien E. Blackwell Homes (formerly Mill Ck)	Planning & Development	\$15,000,000	Oct-06
PHA-Wide	Accessibility Improvements	\$500,000	Ongoing
PHA-Wide	Energy Conservation	\$5,500,000	Ongoing
PHA-Wide	Sparkle Plus	\$6,500,000	Ongoing
	TOTAL	\$386,392,000	
Capital Funding needs for HOPE VI and Mixed-Finance Developments.			

Additionally, the Capital Fund Program will provide \$500,000 for the "on-the-job" training portion of the successful PHA Pre-Apprenticeship Job Training program. The classroom training funds are provided by the Moving To Work program.

Administrative Costs. PHA adheres to the 10 percent program cap to fund its administrative responsibilities for the Capital Fund Program.

Fees and Costs. Master Planning activities, in the amount of \$2 million, associated with the design of dwelling units, site improvement and non-dwelling type improvements will be funded from this development account. Salaries for in-house technical positions, such as architects, engineers, and inspectors, will also be funded from this account. Environmental testing for lead based paint and other environmental testing is budgeted at \$500,000, and \$2.0 million is budgeted for consulting, legal, and professional services.

Site Acquisition. A budget of \$100,000 has been established to assist in the acquisition phase of future PHA acquisition and development activities.

Site Improvements. The Capital Fund Program commits \$2.2 million for exterior site improvement activities at scattered and conventional sites. At Harrison Plaza, low-rise units are budgeted for \$450,000 for the repair/replacement of exterior plumbing lines; while the Harrison Plaza high-rise units are budgeted to receive \$200,000 for fire/alarm system code upgrades. The Spring Garden Conventional site will also receive fire/alarm system code upgrades for \$198,000. More than \$1.1 million is committed to improving site conditions at 150 scattered site locations. The FY 2004 plan also continues PHA's efforts to perform substantial site improvements at a variety of scattered site and conventional properties through a PHA-Wide approach. An additional 180 scattered site units will undergo exterior improvements through the PHA "Sparkle" program during the upcoming year.

Scattered Site Renovations. The FY 2004 Capital Fund Program will provide more than \$13 million for continuing scattered site renovation activities. The budget will provide the funding for the comprehensive rehabilitation of 254 units.

Conventional Site Renovations. Major unit renovation (55 units) at the Harrison low-rise site is funded in this plan along with continued heating upgrades and repairs at Collegeview. The FY 2004 Program also provides more than \$3.5 million for PHA-Wide dwelling unit improvements. These work items are typically project/site specific and involve major system/component replacement activities.

Non-Dwelling Structures and Equipment. Construction of a new administrative facility at the Passyunk development is the major non-dwelling activity in FY 2004 Annual Statement. The estimated cost of this facility is \$7,238,782. An additional \$200,000 is programmed for upgrades of common areas or non-dwelling space PHA-wide. Major security-related upgrades and entry doors are planned for Fairhill, Mantua, Norris and Queen Lane.

Funding is also provided for computer hardware (\$565,000) and telephone infrastructure upgrades (\$440,000). Maintenance equipment purchases are budgeted at \$100,000; administrative and office furniture and equipment is budgeted at \$50,000 and community space equipment and furniture is budgeted at \$50,000.

Bond Debt Service. PHA was one of the first public housing authorities to utilize the Capital Fund Program to leverage public bond proceeds. As a result of this initiative, \$192 million in

total development is underway at the Tasker, Wilson, and Blumberg developments. The Capital Fund Program will obligate \$11.9 million of the FY 2004 plan for bond debt service.

The FY 2004 Capital Fund Program monies must be contractually obligated within 24 months and expended within 48 months of HUD approval of the Annual Plan. PHA has a demonstrated record of achieving, and often exceeding, compliance standards for this and other programs.

C. Demolition and Disposition Activities.

Appendix C contains a list of all planned/potential demolition, disposition, and acquisition requests anticipated in Year Four.

D. Homeownership Activities.

PHA intends to expand the original Housing Choice Voucher Homeownership Demonstration Program into a Mortgage Assistance Program by adding 100 additional units to the current 50-unit program so that qualified and interested families can purchase a home using Housing Choice Voucher assistance. To assist with this expanded homeownership program, PHA has formed a PHA Homeownership Affiliate to undertake certain activities in connection with its Homeownership initiatives. It is anticipated that the services to be provided by the Homeownership Affiliate will include, but not be limited to, advertising, marketing and sales, development services, facilitation of negotiations with prospective buyers and contracting with the appropriate vendors for the provision of brokerage services and/or any other required services.

Under Public Housing Homeownership Programs, which include the 5(h) and Turnkey III programs, 250 units have been sold to PHA families to date. The goal of PHA's 5(h) component is the sale of a total of 300 single-family scattered site units to the families currently residing in these units. Seventy-eight (78) scattered site units were sold under this program to-date. PHA marketing efforts under this program have reached 6,877 PHA scattered site residents by direct mail and telephone solicitations. Interested residents are referred to local Housing Counseling Agencies for counseling assistance in the process of achieving homeownership.

One hundred and seventy-two (172) units have been sold under the Turnkey III Program which consists of two sites: (1) Whitman Park Plaza located in the vicinity of Front Street and Oregon Avenue in South Philadelphia with 120 townhouse units; and (2) Brown Street Village, located at 20th and Brown Streets in the Art Museum area with 87 units. A total of 35 units remain to be sold: 33 at Whitman Park and 2 units at Brown Street Village.

SECTION 8: MANAGEMENT INFORMATION FOR OWNED AND MANAGED UNITS

This Section provides information on the Philadelphia Housing Authority's management performance indicators for housing units under PHA management. Data on vacancy rates, uncollected rents, work order response time and dwelling unit inspections are presented for September 30, 2003.

PHA will revise the rent system and restructure the annual and interim review processes at conventional sites. Re-certifications will be conducted every three years for those families who choose ceiling rents and every two years for those electing income-based rents. As noted in other sections of the Plan, PHA intends to modify and streamline its rent calculation processes.

The objective of the rent simplification program is to establish a program that simplifies the calculations and requirements for income verification and rent for Public Housing residents. The goal is to increase administrative efficiency and accuracy, encourage self-sufficiency for residents, reduce paperwork requirements and minimize negative impacts on household rents during the implementation period. Rent simplification will not apply to residents of Tax Credit units (except that the minimum rent will apply to Tax Credit Units), properties assisted under PHA's Unit-based RFP program or to residents of Section 8 Mod/Rehab projects.

PHA has provided a phase in for any Public Housing client with a rent increase greater than \$50.00 and a Review Board (consisting of PHA staff and PH Clients) to address any hardship cases that result from rent simplification (See Appendix K).

PHA will create a new procedure for the resolution of tenant grievances for the first time in thirty years. The 1974 Consent Decree in the case of Ernest Brown, et al. v. PHA had prevented PHA from implementing a manageable and efficient system for the resolution of tenant grievances and, in fact, dictated PHA's current grievance process. As a result of the United States Court of Appeals for the Third Circuit's November 20, 2003 Opinion that directed the United States District Court for the Eastern District of Pennsylvania to vacate the Consent Decree and to dismiss the case as moot, PHA can develop a grievance procedure that meets all due process requirements and which complies fully with all current federal regulations. Before implementing the new procedure, PHA will provide for a sufficient notice and comment period and have the procedure duly approved by the PHA Board of Commissioners.

PHA presently has seven privately managed (Alternatively Managed Entity) public housing sites: Courtyards at Riverview, Eight Diamonds, Spring Garden Scattered Sites, St. Anthony's Senior Residence Martin Luther King, Phase I and II, and Schuylkill Falls Phase I, which are held accountable through regulatory and operating agreements with PHA. During Year Four, PHA will add three additional privately managed sites: St. Ignatius, Martin Luther King Phase IV, and Newman North. As with the current privately managed sites, PHA will hold the new private managers accountable for their performance under the term of the MTW designation, and will negotiate amendments to their agreements as needed to implement elements of MTW.

PHA will also implement a Resident Satisfaction Survey (See Appendix J), which will be modeled after elements of MTW program initiatives and management performance indicators. PHA residents will also continue to participate in its program of Community Service. PHA developed this program for residents to fulfill the Community Service requirement by participating in site/neighborhood clean up activities known as "Clean Sweep". These community days continue to foster neighborhood pride and good neighbors.

A. Vacancy Rates.

1. Vacancy Rates by Property as of September 30, 2003. Vacancy rates for each development are presented in Appendix F. PHA had an actual vacancy rate of 22.64% and an adjusted vacancy rate of 8.98%. An adjusted rate accounts for units vacant due to circumstances and actions beyond the Housing Authority's control. Vacancy rates do include the privately managed sites. PHA's MTW Block Grant Funding includes a Vacancy Reduction allocation of more than \$16.1M, which is being used for major modernization activities. At Whitehall Apartments, \$7.9M is allocated to reduce site vacancies; the remaining \$8.2M will be spent at 15 conventional sites also for vacancy reduction: Bartram Village Bentley Hall, Haddington Homes, Harrison Plaza, Hill Creek, Holmecrest, Johnson Homes, Mantua, Morton Homes, Norris Apartments, Oxford Village, Paschall, Queen Lane, and Westpark Apartments.
2. Issues and Proposed Actions. PHA will continue in its efforts with Home Selection Day to assist in Vacancy Reduction by providing applicants with a wider variety of options for unit selection and assignment.
3. Target Rates: Through a comprehensive vacancy reduction plan and the Sparkle Plus Program, PHA intends to further reduce vacancy rates by improving the dwelling units, common areas, exterior appearance of these developments, and overall quality of life of these neighborhoods.

B. Rent Collections.

1. Uncollected Rents. PHA's percentage of uncollected rent as of September 30, 2003 was 9.98%. This rate is largely due to massive revitalization activities. While revitalization activities have negatively impacted rent collection activities, Operations Staff were able to minimize the increase in uncollected rent by encouraging residents with balances to enter into repayment agreements as part of the relocation process. PHA's ability to collect rent was also hampered by the Municipal court system and the Sheriff's Department, which limited the number of evictions for PHA residents. This practice has been stopped and PHA can now evict more residents for non-payment of rent. Percentages of uncollected rents for each development are presented in Appendix G.
2. Issues and Proposed Actions. PHA will continue to issue a five-day notice to residents who do not pay rent on time and the Manager will personally contact delinquent individuals. Other initiatives PHA is considering include offering incentives to residents and managers such as increasing the late payment fee, installing electronic debit machines at sites, permitting residents to pay rents electronically, and developing individual site action plans for poorly performing sites.
3. Target Projection of Uncollected Rents for March 31, 2005. PHA intends to implement the aforementioned initiatives for the purposes of reducing the current rate of uncollected rent to 5.5%.

C. Work Orders.

1. Work Order Response. Appendix H provides the percentage of emergency and routine work orders responded to within the respective prescribed times.
 - Percentage of Responses for Emergencies Work Orders within 24 Hours. As of September 30, 2003, PHA responded to 100% of emergency work orders within 24 hours.

- Percentage of Responses for Routine Work Orders within 30 days. PHA responded to routine maintenance work orders within an average of ten (10) days as of September 30, 2003.
- 2. Issues and Proposed Actions. PHA has successfully resolved the backlog of work orders and intends to maintain current response times to emergency and routine work orders with the implementation of the Customer Response Center.
- 3. Target Projection for Response Times as of March 31, 2005. PHA projects that it will continue to complete 100% of emergency work orders within 24 hours and respond to routine work orders within six (6) days.

D. Inspections.

- 1. Description of Inspection Strategy. PHA will continue to inspect all public housing units, public areas, grounds and systems annually using the UPCS inspection protocol. Reflecting the interim modifications to the UPCS protocol, PHA will give priority for repairs to health and safety violations and deficiencies within the units.
- 2. Planned Inspections for Year Four. Appendix I provides the percentage of units inspected in Year Three. PHA projects that it will complete inspections for 100% of units during Year Four. PHA has inspected 99% of the required inspections for the period ending September 30, 2003.

E. Security.

- 1. Security Issues and Proposed Actions. PHA addresses security issues with a comprehensive and aggressive strategy that not only improves security for residents, but also develops programs to improve the security and quality of life in the neighborhoods where MTW and MTW-eligible residents live.
- 2. Security Systems. New security systems have been installed at Harrison Plaza and the West Park Apartments. A system is currently being installed at Blumberg Apartments. Security system upgrades are planned for Fairhill, Norris, Queen Lane and Mantua Hall.
- 3. Improved Coordination with the Philadelphia Police Department. The PHA Police Department is now communicating through the Philadelphia Police Department's new 800 Megahertz radio system using hand held radios and console in the PHA PD radio room. Coordination with the Philadelphia Police Department has resulted in a reduction of Part 1 and 2 crimes by 25%-30% per year at conventional sites.
- 4. Lease Enforcement and Compliance Unit. In FY 2000 PHA established a Lease Enforcement and Compliance Unit that has contributed significantly to improving the acceptance of Housing Choice Vouchers in communities since neighbors know that their complaints will be responded to and residents know that the terms of their lease will be enforced. On November 1, 2003, the Citizen Crime Commission will open a TIPS line for PHA where residents and others can call in anonymous tips on any type of criminal activity for a reward of up to \$500.00 for an arrest and conviction.
- 5. Quality of Life Program. The Quality of Life Program is an initiative designed to define and document lease obligations along with the Philadelphia Code of Regulations regarding

individual conduct that will be enforced at both public and leased housing units. The overall purpose is to ensure appropriate conduct and upkeep of all public and leased units. The program includes citations for prohibited conduct, and anonymous complaint forms. A citation enforcement system has been piloted at Bartram Village, Mantua and Paschall. Based on results from Bartram, the citation process is revamped with the possibility of a Resident Enforcement component. Additionally, an Orientation Program will be developed for new residents, residents relocated due to modernization programs, and current residents who need a refresher.

6. Community-Based Policing. PHA intends to continue the community-based policing initiative at the developments of Johnson Homes, West Park Apartments, Fairhill Apartments and Raymond Rosen. At these sites, assigned officers patrol on foot or with bicycles and can call in additional support such as Anti-Crime Teams (ACT), Lease Enforcement and Compliance Unit (LECU) and Strike Teams from the Philadelphia Police Department, DEA and ATF, as needed.
7. Neighborhood Town Watch Groups. Assigned officers meet monthly with resident council and community representatives to identify issues and problem areas, and to provide training, support and organizational assistance to resident Town-Watch networks and patrols.
8. Police Advisory Board. A Police Advisory Board has been established and includes resident membership. The purpose of the Police Advisory Board is to promote partnerships between PHA Police services and the PHA community, and to provide advice and assistance in the reduction of crime.

SECTION 9: MANAGEMENT INFORMATION FOR LEASED HOUSING

A. Management Improvements.

Two-Year Recertifications. Effective April 1, 2003, PHA implemented a two-year recertification process for Housing Choice Voucher participants. An informational letter was sent to all HCV clients informing them of the new policy and the process is also discussed during mandatory Moving to Work briefing sessions. Changes have been made to the Administrative Plan and Desk Manual to reflect the two-year re-certification process.

One-Year Annual HQS Inspections. Annual inspections will start 120 days prior to the re-certification date of the first year, or within twelve months of the last annual inspection, whichever comes first. The annual inspection will be completed in such a way as to distinguish deficiencies due to normal wear and tear that are the property owner's responsibility from tenant caused deficiencies. PHA will continue to inspect 100% of the units on an annual basis.

Housing Choice Ombudsman Program. In an effort to improve community responsiveness and provide accurate information on the voucher program, PHA hired an Ombudsman and will continue implementation of its new Ombudsman program. The Ombudsman responds to complaints and inquiries and attempts to resolve matters before they are referred to the Investigations process.

Housing Choice Time Limits. PHA will continue its efforts to reform the Section 8 program and develop a Local Leased Housing Program that is responsive to the needs of the City and its residents. PHA implemented several significant program changes including establishing a seven-year time limit on Section 8 participation, subject to certain exemptions such as for elderly and disabled households. PHA will continue to expand its Family Self-Sufficiency program services to support Section 8 participants in moving to economic self-sufficiency.

Terminated Housing Choice Vouchers. In order to maintain 100 percent utilization, PHA will continue its efforts in utilizing full utilization of terminated vouchers. Once a voucher has been terminated, PHA will not issue the terminated voucher until a 90-day grace period has taken place. After the 90-day grace period the terminated voucher will be issued to eligible applicants. The 90-day grace period will be determined by the effective date of termination listed on the termination notice.

Enhanced Tenant Responsibility Training. As part of its locally leased housing MTW program initiative, PHA will require all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at both the initial lease-up and at relocation. This effort will help improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.

Good Neighbors Make Good Neighborhoods Program. In 2001, PHA made a commitment to provide Housing Choice Vouchers to support families moving from homelessness and transitional housing programs to permanent housing. PHA considers the "Good Neighbors Make Good Neighborhoods Program" an expansion of its successful Family Unification Program (FUP), operated in partnership with the Department of Human Services. Through the Good Neighbors Program, 491 families have been housed.

In August of 2003 PHA expanded this program by providing an additional 300 housing opportunities (a combination of housing units and vouchers) plus 50 more vouchers exclusively for the FUP. The housing opportunities and the FUP vouchers will be available into Year 4. The August expansion was done in conjunction with the Blueprint to End Homelessness, a coalition of 15 transitional housing providers.

Dislocated Worker. In Year 4, PHA will implement the Dislocated Worker Housing Program in conjunction with the Philadelphia Workforce Development Corporation (PWDC). Through this program, PHA will provide a two- year housing subsidy available for approximately 150 workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation and mergers.

Unit-Based Leasing and Development Program. PHA will continue to expand the supply of affordable housing by revamping and implementing comprehensive revisions to the Section 8 Project-Based program. The revisions will expand the range of funding sources and opportunities available to eligible developers, owners and community partners.

In 2003 PHA issued a comprehensive revision of its unit-based RFP using MTW flexibility to provide more options for submission of proposals. In Year 4 PHA proposes one additional change to permit the award of unit-based vouchers to proposals that successfully complete a recognized State or Local competitive process (e.g. PHFA tax credit selection process). This change will permit PHA to attach vouchers without requiring these projects to go through an additional selection process. As part of any award process, PHA will require that any projects targeted for vouchers meet the MTW site and neighborhood standards and other MTW requirements.

Family Program/Mobility Counseling Program. PHA implemented its Mobility Counseling Contract in June 2003, however, difficulties were encountered and the contract was terminated. The Authority plans to issue a new RFP to operate the program in Year 4.

Family Program/Community Partners. In Year 4, PHA will continue to enlist community and neighborhood organizations to address common issues and needs. PHA will engage in partnerships with community organizations to assist in providing job training; adult daycare; family budgeting; conflict resolution and other activities that will foster lease compliance.

Implementation of Family Agreement. PHA will continue to implement initiatives designed to improve economic self-sufficiency and other skills for Housing Choice Voucher Program participants. New and existing Housing Choice Voucher program participants will enter into an MTW Family Agreement to help ensure their successful participation in this time-limited program. All participants will be provided with enhanced Tenant Responsibility Training at time of initial lease-up and relocation.

In addition to information regarding their program responsibilities, participants receive briefings and information on available training, job placement and supportive service opportunities. Program participants who receive TANF or report zero income will, as part of the MTW Family Agreement, enroll in PHA's Family Self Sufficiency program. As part of FSS, they will receive an assessment, assistance with developing an action plan, and ongoing support in meeting their action plan goals.

Other Management Initiatives Related to Leased Housing.

- PHA intends to include in its website an area for leased housing landlords to be able to check their HQS Inspection results.
- PHA has implemented the Landlord Fair, which is held the 4th Saturday of each month.
- PHA is currently developing the criteria for the Best Landlord Award.
- PHA requires all landlords to attend IREM training.
- PHA has developed and will expand its marketing program to ensure housing services are accessible to minority groups currently underrepresented at PHA.

Leasing Information.

1. Units Under Lease. As of September 30, 2003 PHA had a total of 18,722 vouchers/certificates (MTW vouchers =16,750; non-MTW vouchers = 929 and Moderate Rehabilitation certificates 1,043). Non-MTW vouchers are used for special purpose programs. HUD requires that these vouchers be kept separate from MTW. As of September 30, 2003, 14,236 MTW vouchers were leased.

2. Target Lease Rate Year 4. PHA expects to lease 14,700 MTW tenant-based vouchers by March 31, 2005 representing a 100% utilization rate for MTW tenant-based program. The balance of the remaining MTW vouchers will be used for the MTW Activity programs as described in Table 9-1. PHA also expects to achieve a 100% utilization rate for all non-MTW vouchers. PHA will meet its targets by implementing the following strategies:

- Increasing the number of affordable units available;
- Providing leased housing search assistance;
- Providing Mobility Counseling as part of the Family Program;
- Permitting applicants who were issued vouchers to lease in place if units meet minimum requirements;
- Implementing the Community Partners program as part of the Family Program;
- Adding quality units in neighborhoods meeting site and neighborhood standards in MTW agreement;
- Improving outreach to landlords with handicapped accessible units;
- Providing financial assistance and incentives to landlords willing to participate in the Housing Choice Voucher Program with reduced interest rehabilitation loans to improve and increase the number of dwelling units available;
- Redesigning key elements of the Housing Choice Voucher Program; and
- Implementing a Unit-based voucher program and the Dislocated Worker Program.

Table 9-1. Proposed MTW Voucher Usage in MTW Year Four.

ACTIVITY/USAGE	Dollar Allocation	Voucher Allocation	Utilization
Tenant-Based Voucher Assistance	\$116,638,823	14,700 ¹	100%
MTW Activity Vouchers		2,050	
Capital Activities	\$100,000		
Family Program including	\$9,000,000		
• Mobility Counseling			
• Community Partners Program			
Quality of Life Program	\$2,100,000		
Management Efficiencies	\$2,000,000		
Subtotal	\$13,200,000	2,050	100%
Total ²	129,838,823	16,750	100%
MTW Activity Vouchers -- programs funded from turnover			
Dislocated Worker (estimated)	\$1,204,800	150 ³	
Unit-Based Vouchers (estimated)	\$1,606,400	200 ³	

¹This number represents the tenant-based leasing goal for MTW Year 4 (3/31/05)

²Baseline 16,750 MTW Vouchers

Anticipated Income 129,838,823

³Turnover vouchers are included in the 14,700.

NOTE: This budget for the voucher program may require modifications to reflect changes in appropriations or to address other MTW initiatives as described in this Plan (See Section 6: Uses of Funds).

3. Plans to Ensure Rent Reasonableness, Housing Opportunities and Deconcentration of Low-Income Families.

- **Rent Reasonableness.** PHA has established a rent reasonableness database and procedures for keeping it updated and current. New data from market rent surveys will be loaded into the database. Prior to approving a lease, PHA will search the database for rent comparables in order to make a rent reasonableness determination. PHA is currently in the process of updating the database.
- **Rent Simplification.** The objective of the rent simplification program is to establish a program that simplifies the calculations and requirements for income verification and rent for Housing Choice Voucher Program participants. The goal is to increase administrative efficiency and accuracy, encourage self-sufficiency for tenants, reduce paperwork requirements and minimize negative impacts on household rents during the implementation period. Rent simplification will not apply to residents of Tax Credit units (except that the minimum rent will apply to Tax Credit Units), properties assisted under PHA's Unit-based RFP program or to residents of Section 8 Mod/Rehab projects (See Appendix K).
- **Expanding Housing Opportunities.** New options under the voucher program are intended to increase the range of housing choices available to low-income participants and promote improved utilization of housing vouchers in stable neighborhoods. The Housing Search component of the MTW Family Program will provide direct assistance to families. The new Voucher Program will also support efforts to increase the supply of affordable housing, promote housing rehabilitation, neighborhood revitalization efforts and promote homeownership opportunities for low-income households.
- **Deconcentration.** PHA will explore alternative strategies to prevent high concentration of assisted housing units in communities. PHA will continue to study trends and patterns of communities and adopt programmatic changes that will promote economic and social diversity. PHA will also develop incentives to attract landlords with properties in non-impacted neighborhoods. Finally, PHA will acquire and rehabilitate properties to attract a broader range of mixed-incomes through targeting special populations, such as the elderly.

C. Inspection Strategy.

The following is a description of the strategy PHA will employ to ensure that guidelines are followed:

- **Initial HQS Inspections.** Pre-inspections will be conducted on 100% of all units prior to any units being placed in the Housing Choice Voucher Program. To expedite the process, owners will submit a "Property Owner Certification". This certification (submitted by the landlord to PHA) will indicate that the owner has assembled the necessary documents (i.e., tax documents, deeds, etc) and the unit is ready for inspection. Once this certification is submitted to PHA, PHA will schedule an inspection within three (3) days. False statements on this form may constitute grounds for denial of participation in the Housing Choice Voucher program and potential legal action.
- **Annual HQS Inspections.** PHA will conduct annual inspections on each Housing Choice Voucher unit. Units that fail inspections will be re-inspected within 30 days for routine items and 72 hours for units with serious conditions.

- Changes to the HQS Inspection Process for High Performing Landlords. For High Performing Landlords in good standing, PHA will initiate program changes to streamline the HQS Inspection process for their units. High Performing Landlords must have 5 or more units in the HCV program.

To be in good standing and receive a High Performer designation a landlord must demonstrate consistently high compliance with HQS requirements, be current with applicable taxes, be in compliance with program rules and have no history of unit health or safety violations. High Performing Landlords that meet these requirements will be able to certify to compliance with Housing Quality Standards at the time of initial lease-up. PHA will complete the unit inspection for such units within 60 days rather than perform an inspection prior to lease-up.

As a further incentive, PHA will perform a ten percent random sample inspection for High Performing Landlords who own multifamily buildings.

When completing an HQS inspection for any unit owned by a High Performing Landlord, PHA will consider the unit "failed" if five or more items, not related to health or safety, do not meet HQS requirements.

- HQS Quality Control Inspections. PHA will conduct HQS quality control inspections on 10% of the total number of initial and annual HQS inspections performed annually.
- HQS Enforcement. Re-inspections will be scheduled within 48 hours of being inspected for routine deficiencies and scheduled within 72 hours for emergency conditions. Owners will have up to 30 days to correct routine deficiencies. Extensions may be granted in extenuating circumstances on a case-by-case basis. Units that fail inspection for serious conditions will have up to 72 hours to repair or the HAP is abated. If units fail after the second inspection for routine or emergency repairs, the unit will be terminated from the program.

SECTION 10: RESIDENT PROGRAMS

Description of Resident Programs

Resident Programs at PHA are designed to improve the quality of life for residents of both Public Housing and the Housing Choice Voucher programs through a comprehensive array of economic, educational, social, and health initiatives for youth, adults, and seniors which promote self-sufficiency and well being. Under the MTW Demonstration Program, PHA has the opportunity to maximize the delivery of services to residents that are offered by PHA, partners, agencies and neighborhood organizations.

Family Program. The goal of PHA's Family Program is self-sufficiency, with the following elements central to this Program:

- Increase the number of households that are participating in educational and employment training programs.
- Increase the average household income of residents.
- Increase savings among resident households.
- Increase opportunities for seniors to continue to live independently.

In order to effectively deliver these services, PHA has developed the following 5-tiered approach based on household income:

1. Zero Income Households. Assign a case manager to each head of household to develop a self-sufficiency plan that will provide referrals for education and job training programs, improve job readiness, and initiate a job search and placement
2. TANF Recipients. Through the case manager assigned by Philadelphia County Assistance Office to TANF Recipients, PHA will supplement existing services to provide additional referrals for education and job training programs, improve job readiness, and initiate a job search and placement
3. Part Time or Seasonally Employed Heads of Households. PHA will assist these individuals to obtain full-time employment with benefits through training programs to improve career skills and job referrals.
4. Full-Time Employed Heads of Households. PHA will assist these individuals to obtain a living wage with benefits and to achieve homeownership through Career Awareness workshops and job referrals.
5. Elderly and Disabled Households. PHA will assist these individuals to fully access available services and opportunities, including through the development of an Assisted Living Program for eligible participants.

The comprehensive MTW Family Program will work both with residents of public housing and Housing Choice Voucher Program participants to provide the coordination of services necessary to address families' needs. The MTW Family Program will be similar to the Family Self-Sufficiency Program under the Housing Choice Voucher Program, but will not include an escrow account. Services under the MTW Family Program will include programs such as specialized skills training, supportive services such as substance abuse counseling, youth and elderly programs, housing search assistance, and homeownership counseling.

New activities will complement the more than 20 existing resident programs, including the nationally recognized Pre-Apprenticeship Program and the Skills for Life youth program. The

MTW Family Program will develop new partnerships and use a range of incentives to encourage successful participation. Among these new programs will be a program for residents to obtain a commercial driver's license.

PHA will use its MTW single fund budget flexibility in combination with other funds to provide or coordinate the provision of all services required to promote family self-sufficiency. PHA will use related non-profits to implement and operate various components of our comprehensive program. Tenant Support Services, Inc. (TSSI), which is operated by public housing residents, is keenly aware of the needs, interests and preferences of the target populations, and as an independent non-profit, they have access to private and public funding sources unavailable to PHA. TSSI anticipates being able to increase its effectiveness through grants and the use of an alternate procurement plan that will be developed under the MTW program.

A broad range of supportive services is currently available to residents. PHA intends to build on these existing programs to increase resident opportunities to achieve self-sufficiency. Resident programs currently offered that are designed to address a variety of the needs of PHA residents include the following:

Pre-Apprenticeship Program. As of September 2003, three hundred and twenty-eight (328) residents graduated from the Pre-Apprenticeship Building, Maintenance and Construction Training Program. One hundred sixty-eight (168) of these students have graduated and entered the construction trades. Permanent unsubsidized employment, at union scale wages with benefits, resulting from certified apprenticeships in the building and construction trades program through Bureau of Apprenticeship and Training. The Section 3 compliance program produced 297 jobs, including 96 long-term construction jobs through apprenticeships. Employers will fill their workforce needs expeditiously with qualified residents. Section 3 employers are recruiting qualified residents who are graduates of the Pre-Apprenticeship program.

Certified Nursing Assistant Program. In addition, 290 residents have entered the Certified Nursing Assistant (CNA) program, graduated and become employed as State certified CNA's.

Overall, PHA has placed 665 graduates of these training programs with PHA contractors as a result of changes to the Section 3 Policy.

Youth Programs. PHA has created partnerships with nine Family Centers, two Cultural Arts organizations, and eight Community Based Organizations, and the Explorers of the Boy Scouts of America. These organizations provide youth services for full participation in the economic and social fabric of the City of Philadelphia.

Skills for Life Program. Ninety-two percent of the Skills for Life students matriculated to the next grade level which exceeds the Philadelphia School District rate by as much as 44%. Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.

Youth receive stipends and transit passes to attend academic enrichment and career exploration programs. Adult training participants receive wages for work experience that leads to employment in the building and construction trades training program. Community receptivity to public and assisted housing residents, particularly Housing Choice Voucher Program recipients, will increase.

Senior Programs. PHA has a number of senior developments along with senior programs for residents. PHA is presently developing a comprehensive program to provide enhanced supportive living services and options for seniors under programs administered by the Pennsylvania Department of Public Welfare and the Pennsylvania Department of Aging.

Housing Search Assistance. This program is designed to increase landlord participation in the Housing Choice Voucher Program, thereby increasing housing choice for participants and marketing PHA's housing resources effectively. PHA is paying Fair Market Rate rents that are attractive to prospective landlords, while offering housing opportunities in neighborhoods that offer quality housing, education and employment.

PHA has revitalized a significant number of existing units along with the construction of new homes in low-income neighborhoods. PHA is increasing the number of mixed-income properties in its development to stabilize revitalized neighborhoods.

PHA is also providing support to disabled families, including the mobility impaired, to locate suitable housing in revitalized neighborhoods. PHA is working with ADAPT, under a formal agreement to create scattered site properties that are handicap accessible.

Homeownership. PHA recognizes that homeownership is a significant milestone on the road to self-sufficiency, and provides a number of opportunities for residents to become homeowners. In addition, homeownership is recognized by PHA as a critical factor in the revitalization of PHA neighborhoods.

Clean Sweep and Community Days. PHA residents will again be required to participate in a program of Community Service. PHA developed a program for residents to fulfill this commitment by participating in site/neighborhood clean up activities known as "Clean Sweep". These community days continue to foster neighborhood pride and good neighbors.

SECTION 11: OTHER INFORMATION REQUIRED BY HUD

This section provides documentation to HUD that the Philadelphia Housing Authority has complied with specific MTW requirements or with other HUD requirements that are mandated by other HUD regulations.

A. PHA Board Resolutions.

- Resolution Adopting Year Four MTW Annual Plan.
- Certification that Public Hearing Requirements were met.

B. Required Certifications and other submissions from which PHA is not exempted by the MTW Agreement.

- PHA Certifications of Compliance with MTW Plan Requirements.
- Form HUD-50070. Certification for a Drug-Free Workplace.
- Form HUD-50071. Certification of Payments to Influence Federal Transactions.
- Form SF-LLL. Disclosure of Lobbying Activities.

C. Submissions required for the receipt of funds.

- Form HUD-52723. Calculation of PFS Operating Subsidy.
- Form HUD-52722-A. Calculation of Allowable Utilities Expense Level.
- Form HUD-52721. Direct Disbursement Payment Schedule Data.
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Formula Allocation).
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Replacement Housing).
- Form HUD-52673. Estimate of Total Required Annual Contributions.
- Form HUD-52663. Requisition for Partial Payment of Annual Contributions.

10940

RESOLUTION NO. 13

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO SUBMIT THE MOVING TO WORK
("MTW") ANNUAL PLAN FOR FISCAL YEAR 2004 TO THE UNITED STATES DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT ("HUD")**

WHEREAS, the United States Department of Housing and Urban Development ("HUD") administers a Moving to Work ("MTW") Demonstration Program that is designed to provide the opportunity for selected Housing Authorities to explore and demonstrate more efficient ways to provide and administer low-income housing; and

WHEREAS, pursuant to PHA Board of Commissioners Resolution No. 10618 dated December 21, 2000, PHA submitted to HUD MTW Application Plan and Agreement which details strategies to improve the facilities, operations, management and opportunities for Public and Housing Choice Voucher (formerly, Section 8) residents and the PHA 2001 Agency Plan; and

WHEREAS, pursuant to PHA Board of Commissioners Resolution dated February 14, 2002, the Executive Director executed on behalf of PHA the "Moving to Work Demonstration Agreement" ("MTW Agreement"); and

WHEREAS, as a participant in the MTW Program, PHA is required to develop MTW Annual Plans for each fiscal year during the term of the MTW Agreement that outlines, the PHA budget and MTW activities using the format provided under the MTW Agreement; and

WHEREAS, PHA is required to submit each Annual Plan for Board approval at least sixty days prior to the beginning of each fiscal year; and

WHEREAS, PHA is a block grant agency and the MTW Annual Plan includes a consolidated budget in accordance with the MTW Agreement; and

WHEREAS, PHA has developed MTW Plan for FY 2004 and has solicited public and resident comment on the MTW Plan for FY 2004; and

WHEREAS, on December 18, 2003, PHA held a Public Hearing on the MTW Plan for FY 2004.

THEREFORE, BE IT NOW RESOLVED that the Board of Commissioners of the Philadelphia Housing Authority does hereby take the following actions:

1. Authorizes the Executive Director to submit to HUD the PHA MTW Annual Plan for Fiscal Year 2004 and take all steps necessary to secure HUD approval and implement initiatives as described in the Plan; and
2. Certify that the Public Hearing requirement has been met and authorizes the Chairperson of the Board to execute the attached HUD Certification of Compliance with MTW Plan Requirements and Related Regulations.

I hereby certify that this was

APPROVED BY THE BOARD ON 1/15/04

Leigh A. Postle
ATTORNEY FOR PHA

**PHA Certifications of Compliance with MTW Plan Requirements and Related Regulations
Board Resolution to Accompany the MTW Plan**

Acting on behalf of the Board of Commissioners of the Philadelphia Housing Authority (PHA) listed below, as its Chair; I approve the submission of the MTW Plan for the PHA Fiscal Year beginning April 1, 2004. Hereinafter referred to as the Plan of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA held a public hearing regarding the Plan on December 18, 2003.
2. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
3. As the MTW Plan includes a PHDEP Plan as specified in 24 CFR 761.21: The PHDEP Plan is consistent with and conforms to the "plan Requirements" and Grantee Performance Requirements" as specified in 24 CFR 761.21 and 761.23 respectively and the PHA will maintain and have available for review/ inspection (at all times), records or documentation of the following:
 - Baseline law enforcement services for public housing developments assisted under the PHDEP Plan;
 - Partnership agreements (indicating specific leveraged support) with agencies/organizations providing funding, services or other in-kind resources for PHDEP-funded activities;
 - Coordination with other law enforcement efforts;
 - Written agreements with local law enforcement agencies (receiving any PHDEP funds); and
 - All crime statistics and other relevant data (including Part I and specified Part II crimes) that establish need for the public housing sites assisted under the PHDEP Plan.
4. The PHA will comply with the prohibition against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
5. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
6. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
7. The PHA has submitted with the Plan a certification with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
8. The PHA has submitted with the Plan a certification with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
9. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
10. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
11. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58
12. With respect to public housing, the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
13. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
14. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

15. The PHA will comply with the policies, guidelines and requirements of OMB Circular No. A-87 and 24 CFR Part 85 to the extent an alternative procurement policy has not been approved by HUD.
16. The PHA will undertake only activities and programs covered by the Plan in manner consistent with its Plan and the MTW Agreement executed by the PHA and HUD and will utilize funds made available under the Capital Fund, Operating Fund and Section 8 tenant based assistance only for activities that are allowable under applicable regulations as modified by the MTW Agreement and included in its Plan.

Philadelphia Housing Authority

PA-002

PHA NAME

PHA NUMBER

August Milken

1/30/04

PHA BOARD CHAIR

DATE

Certification for a Drug-Free Workplace

U.S. Department of Housing
and Urban Development

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving To Work Plan Year Four

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one or more of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

h. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here ☐ if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Carl R. Greene

Title

Executive Director

Signature

Date

January 29, 2004

Certification of Payments to Influence Federal Transactions

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Moving To Work Plan Year Four

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

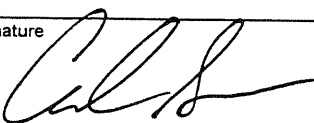
Name of Authorized Official

Carl R. Greene

Title

Executive Director

Signature



Date (mm/dd/yyyy)

01/29/04

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance		2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____	
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: Congressional District, if known:			5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:		
6. Federal Department/Agency: U.S. Department of Housing & Urban Development			7. Federal Program Name/Description: MTW Year Four Plan CFDA Number, if applicable: _____		
8. Federal Action Number, if known:			9. Award Amount, if known: \$ _____		
10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI): N/A			b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI): N/A		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature: <u>Carl R. Greene</u> Print Name: <u>Carl R. Greene</u> Title: <u>Executive Director</u> Telephone No.: <u>215-684-4174</u> Date: <u>01/29/04</u>		
Federal Use Only:			Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)		



Philadelphia Housing Authority
Building Beyond Expectations

Carl R. Greene
Executive Director

November 6, 2003

Malinda Roberts, Director
Office of Public Housing
U.S. Department of Housing and Urban Development
Pennsylvania State Office
Wanamaker Building
100 Penn Square East
Philadelphia, PA 19107-3380

Attention: Terry Esworthy

Subject: Operating Budget - Fiscal Year Ending March 31, 2005

Dear Ms. Roberts:

Enclosed is the original submission of the Philadelphia Housing Authority's Calculation of Operating Subsidy, PFS, for the fiscal year ending March 31, 2005.

Also included is form SF- 424, the Certification for a Drug Free Workplace, form HUD-50070, and Certification of Payments, form HUD-50071.

If you have any questions, please contact Dianne Rosenthal, Budget Office, at (215) 684-4267.

Sincerely,

Carl R. Greene
Executive Director

enclosures

Grant Name

Philadelphia Housing Authority

Grant/Activity Receiving Federal Grant Funding

Low Rent Operating Budget - Operating Subsidy

The undersigned certifies, to the best of his or her knowledge and belief, that:

No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, loan, or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official:

Title:

Carl Greene

Executive Director

Signature:

Date:

Public Housing Agency / Indian Housing Authority

OMB No. 2577-0044 (exp. 10/31/92)

Public Reporting Burden for this collection of information is estimated to average 0.25 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Reports Management Center, Office of Information Policies and Systems, U.S. Department of Housing and Urban Development, Washington, D.C. 20410-3600; and to the Office of Management and Budget, Paperwork Reduction Project (2577-0044) Washington, D.C. 20503.

PHA Name:

THE PHILADELPHIA HOUSING AUTHORITY

If Development or CIAP,
enter the Federal Fiscal Year in which
the funds are expected to be reserved:

Program/Activity Receiving Federal Grant Funding: (mark one)

Development ☐ CIAP ☐ Operating Subsidy ☒ Sec. 23 Leased Housing

If Operating Subsidy or Section 23,
enter the PHA's/THA's Fiscal Year Ending date
in which funds are expected to be obligated: 3/31/05

On behalf of the above named PHA/THA as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named PHA/THA will provide a drug-free workplace by:

- a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the PHA's/THA's workplace and specifying the actions that will be taken against employees for violation of such prohibition.
- b. Establishing a drug-free awareness program to inform employees about the following:
 - (1) The dangers of drug abuse in the workplace;
 - (2) The PHA's/THA's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.
- c. Making it a requirement that each employee of the PHA/THA be given a copy of the statement required by paragraph a.;
- d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment with the PHA/THA, the employee will do the following:
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
- e. Notifying the HUD Field Office within ten days after receiving notice under subparagraph d. (2) from an employee or otherwise receiving actual notice of such conviction;
- f. Taking one of the following actions within 30 days of receiving notice under subparagraph d. (2) with respect to any employee who is so convicted:
 - (1) Taking appropriate personnel action against such an employee, up to and including termination; or
 - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

WARNING: 18 U.S.C. 1001 provides, among other things, that whoever knowingly and willingly makes or uses a document or writing containing any false, fictitious, or fraudulent statement or entry, in any matter within the jurisdiction of any department or agency of the United States, shall be fined not more than \$10,000 or imprisoned for not more than five years, or both.

Sites for Work Performance. The PHA/THA shall list in the space provided below the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above. Place of Performance shall include the street address, city, county, State, and zip code. (If more space is needed, attach additional page(s) the same size as this form. Identify each sheet with the PHA/THA name and address and the program/activity receiving grant funding.)

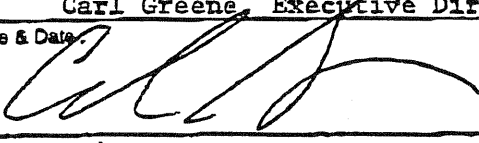
SEE ATTACHED

Signed by: (Name, Title & Signature of Authorized PHA/THA Official)

Name & Title:

Carl Greene, Executive Director

Signature & Date:

 11/10/03



Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene

Executive Director

December 17, 2003

Ms. Jean Baughman
Financial Analyst
U.S. Department of Housing and Urban Development
Henry S. Reuss Federal Plaza
310 West Wisconsin Avenue, Suite 1380
Milwaukee, WI 53203 - 2289

Subject: FY 05 Section 8 Budgets and Requisitions

Dear Ms. Baughman:

Enclosed please find an original copy(s) of the Philadelphia Housing Authority's Section 8 Budgets and requisitions for fiscal year ending 3/31/05. Also included are the required certifications.

If you have any questions, please contact the Budget Office at (215) 684-4267 or (215) 684-4265.

Sincerely,

Carl R. Greene
Executive Director

enclosures

Significant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Housing Choice Voucher Program

The undersigned certifies, to the best of his or her knowledge and belief, that:

No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(5) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The undersigned hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Signature of Authorized Official:

Carl R. Greene

Title:

Executive Director

Signature:

Date:

Public Housing Agency / Indian Housing Authority

OMB No. 2577-0044 (exp.

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PHA/IHA Name: THE PHILADELPHIA HOUSING AUTHORITY	If Development or CIAP, enter the Federal Fiscal Year in which the funds are expected to be reserved:
Program/Activity Receiving Federal Grant Funding: (mark one) <input type="checkbox"/> Development <input type="checkbox"/> CIAP <input type="checkbox"/> Operating Subsidy <input checked="" type="checkbox"/> Housing Choice Voucher Program	If Operating Subsidy or Section 23, enter the PHA's/IHA's Fiscal Year Ending date in which funds are expected to be obligated: 3/31/05

Acting on behalf of the above named PHA/IHA as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

1. I certify that the above named PHA/IHA will provide a drug-free workplace by:

- Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the PHA's/IHA's workplace and specifying the actions that will be taken against employees for violation of such prohibition.
 - Abide by the terms of the statement; and
 - Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than 10 days after such conviction;
- Establishing a drug-free awareness program to inform employees about the following:
 - The dangers of drug abuse in the workplace;
 - The PHA's/IHA's policy of maintaining a drug-free workplace;
 - Any available drug counseling, rehabilitation, and employee assistance programs; and
 - The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.
- Making it a requirement that each employee of the PHA/IHA be given a copy of the statement required by paragraph a;
- Notifying the employee in the statement required by paragraph a. that, as a condition of employment with the PHA/IHA, the employee will do the following:
 - Abide by the terms of the statement; and
 - Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than 10 days after such conviction;
- Notifying the HUD Field Office within ten days after receiving notice under subparagraph d. (2) from an employee or of receiving actual notice of such conviction;
- Taking one of the following actions within 30 days of receiving notice under subparagraph d. (2) with respect to any employee who is so convicted:
 - Taking appropriate personnel action against such employee, up to and including termination; or
 - Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, education, or other appropriate agency;
- Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. through f.

WARNING: 18 U.S.C. 1001 provides, among other things, that whoever knowingly and willingly makes or uses a document or writing containing any false, fraudulent statement or entry, in any matter within the jurisdiction of any department or agency of the United States, shall be fined not more than \$1,000 or imprisoned for not more than five years, or both.

Sites for Work Performance. The PHA/IHA shall list in the space provided below the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above. Place of Performance shall include the street address, city, county, State, and zip code. (If more space is needed, attach additional page(s) the same size as this form. Identify each sheet with the PHA/IHA name and the program/activity receiving grant funding.)


SEE ATTACHED

Signed by: (Name, Title & Signature of Authorized PHA/IHA Official)

Name & Title:

Carl R. Greene, Executive Director

Signature & Date:

 12/18/03

Applicant Name

Philadelphia Housing Authority

Program/Activity Receiving Federal Grant Funding

Housing Choice Voucher Program

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, loan, or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Signature of Authorized Official:

Carl R. Greene

Signature:

Title:

Executive Director

Date:

12/18/03

MOVING TO WORK PLAN
APPENDICES

MOVING TO WORK PLAN
APPENDIX A

APPENDIX A

MTW PRIORITIES

REFERENCE TO MTW PLAN YEARS ONE THROUGH THREE

PHA's MTW Priorities are provided as a reference for the MTW Years One through Three. The MTW Priorities are now incorporated into PHA's Strategic Operating Plan goals.

Mission:

To provide quality housing for Philadelphia's low and very low income families well into the 21st century by improving facilities, achieving excellence in property management, providing opportunities for resident economic enhancement and workforce development, and by forming strategic partnerships with surrounding communities.

MTW Priority 1: Reform the Existing Housing Choice Voucher Program and Public Housing Programs.

PHA will utilize the flexibility of the MTW program to implement reforms and create new initiatives in the Housing Choice Voucher and public housing programs to improve voucher utilization, enhance property conditions, increase program compliance by both landlords and occupants, and that which contributes to the de-concentration of poverty. Some of the programs and initiatives included in this undertaking include the expansion of the "Sparkle Plus" Beautification Program, the creation of Site-based Management Plans and Budgets, a Hazard Reduction Project Plan, Site-based Waiting Lists, a Dislocated Worker Program, a mandatory Landlord Orientation Program, simplified rent systems and re-certification processes and procedures, lease enforcement strategies, streamlined inspection and work order repair protocols, income verification and investigation processes, just to name a few.

PHA SOP Goal 1: Achieve Excellence In Property Management.

Objectives:

- Improve Physical Characteristics and Conditions of PHA Properties.
- Implement Scattered Site and Conventional Housing Site-Based Management Plans to Improve Rent Collection, Occupancy Level, Re-Certification, and Maintenance.
- Improve Administration of the Admissions and Continued Occupancy Policy (ACOP).
- Develop and Implement Program of Tenant Responsibility and Lease Enforcement for Public Housing and the Housing Choice Voucher Programs.
- Ensure that All Occupied Rental Properties (Existing and Post-Construction) are Regularly Maintained, Well-Managed, and Generate Positive Net Cash Flow Over Time.

PHA SOP Goal 2: Achieve Excellence in the Management of the Housing Choice Voucher Program and Enforce Program Compliance.

Objectives:

- Develop and Implement Effective Policies and Improvements for the Administration of the Housing Choice Voucher Program.

- Conduct Workload Analysis.
- Promote Programs to Improve Landlord Investment, Participation and Compliance in Leased Housing.
- Ensure Property Compliance with PHA's Housing Quality Standards (HQS), Accessibility Standards, and Local Ordinances and Regulations.
- Implement the Housing Choice Voucher Homeownership Program.

MTW Priority 2: Revitalize Neighborhoods Where MTW and MTW-Eligible Residents Reside.

PHA will utilize MTW flexibility to meet its strategic plan objectives with respect to new construction and redevelopment activities, including the re-use of ACC allocations to increase the quality and availability of affordable housing. In addition to new construction, renovation and redevelopment activities, other initiatives also under development include a Vacancy Reduction Plan, the initiation of a Master Planning Process and design guidelines for all current and future developments, seeking approval for the streamlining of demolition, acquisition and disposition regulatory requirements and procedures, and promotion of new project-based Voucher Assistance Program.

PHA SOP Goal 3: Develop Affordable Quality Housing That Supports Balanced Communities.

Objectives:

- Conduct Physical Needs Assessments of Existing PHA Properties for both Conventional and Scattered Sites.
- Determine Marketability of Existing Properties and Proposed New Developments and establish guidelines.
- Initiate Master Planning Processes for Conventional Sites, Scattered Sites, and Unit-Based Subsidy Housing.
- Pursue and Secure Funding and Financing Alternatives for Proposed Projects.
- Implement and Monitor New Construction and Redevelopment Projects where Financing and Planning Have Been Approved.
- Seek and Promote Re-Use Options for Under-Utilized ACC Allocations from Demolished Public Housing.
- Promote the Use of the Project-Based Voucher Program.
- Develop and Implement Acquisition Strategy for New Properties as Deemed Appropriate.
- Continue Implementation of the Scattered Sites Homeownership Program.

MTW Priority 3: Develop a Family Program.

With MTW flexibility, PHA will revise the Housing Choice Voucher Program's Family Self Sufficiency program guidelines to include families residing in public housing and alternatively managed sites by offering a coordinated program of services to encourage families to become economically independent. Programs and services that fall under this priority and goal include the full operation and expansion of PHA's Pre-apprenticeship Programs, the coordination and sponsorship of quarterly Job Fairs, the development and utilization of a job and skills bank, the support and development of resident-owned businesses, a tenant-based scholarship program and several youth programs. In addition and in accordance with the MTW Family Program, the PHA instituted a full briefing and orientation program for residents which explains changes to the

Housing Choice Voucher Program, new tenant responsibilities, the assignment of a Family Self-Sufficiency Coordinator and development of individual Family Work Plans. PHA is very successful with leveraging funds and designing more comprehensive programs together with local and state governmental and quasi-governmental entities and agencies, non-profit and community organizations and local foundations.

PHA SOP Goal 5: Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Supportive Services for PHA Residents.

Objectives:

- Develop Educational, Job Training and Work Opportunities for Residents.
- Provide Youth Development Programs to Improve Academic Performance, Expand Cultural Awareness and Encourage Career Exploration.
- Improve Operation and Utilization of PHA Head-Start and Daycare Centers.
- Expand Economic Development Initiatives to Further Benefit Residents.
- Promote Improved Health Care in PHA Communities.
- Identify Partners, and Develop and Secure Resources to Sustain and Expand Service Programs.
- Establish a Community Service Program.
- Provide Residents with Financial and Operational Management Training.

PHA SOP Goal 9: Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Services.

Objectives:

- Participate in Broad Inter-Governmental Initiatives that Promote Services Provided by PHA, Balanced Communities, and address Quality of Life Issues for Residents.
- Participate in Federal Inter-Governmental Initiatives that Promote Services Provided by PHA, Balanced Communities, and Quality of Life Issues for Residents.
- Participate in State Inter-Governmental Initiatives that Promote Services Provided by PHA, Balanced Communities, and Quality of Life Issues for Residents.
- Participate in City Inter-Governmental Initiatives that Promote Services Provided by PHA, Balanced Communities, and Quality of Life Issues for Residents.
- Promote PHA as an Innovative Partner and Regional Leader in the Revitalization of Neighborhoods.

MTW Priority 4: Establish a Quality of Life Program.

PHA will continue its marketing and promotion of the Authority's Quality of Life Program, which includes resident responsibility training, so that occupants in newly redeveloped properties will maintain their residences and contribute positively to the surrounding community. PHA will also continue its community policing strategies and public safety activities in order to achieve these goals. The development of the Authority's Good Neighbor Policy, Neighborhood Town Watch Groups, and Operation Take Charge have added to the PHA's success in this area.

PHA SOP Goal 4: Implement Public Safety Programs That Promote the Well-Being of Our Neighborhoods and the Accountability of Program Participants.

Objectives:

- Institute Effective Strategies through Community Policing that Address Crimes against Persons and Properties.

- Develop Program to Ensure Quality of Life through a Good Neighbor Policy.
- Establish Community Partnerships To Assist PHA In Promoting Public Safety Programs With Accountability.
- Establish a Police Advisory Board that Will Include Residents and Police Personnel.
- Establish Strategic Plan for Risk Management.
- Develop Comprehensive Emergency Management Systems.
- Eliminate Immediate Health/Safety Hazards throughout Scattered Site Portfolio with Priority Given to Areas Selected for Revitalization.

MTW Priority 5: Establish Efficient Operating Procedures and Implement Cost-Saving Strategies.

PHA will use MTW flexibility in the areas of procurement and energy performance contracting to better streamline processes and will continue to employ technology and other approaches to increase overall productivity, operational efficiency and maintain accountability. Improved management and monitoring protocols, internal audits, and the implementation of software tracking systems will assist PHA in this regard.

PHA SOP Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.

Objectives:

- Improve PHA Staff Recruitment, Retention and Evaluation Process.
- Annually Identify and Upgrade Staff Training Programs to Accomplish PHA Business Objectives.
- Explore Business Models to Gain Productivity, Efficiencies, and Cost Savings.
- Fully Implement Warranty-Tracking Improvement Plan and Utilize Data to Enforce PHA Contractual Agreements.
- Implement Supply Chain Improvement Plan.
- Explore Alternative Insurance/Liability Coverage Methodologies.
- Develop and Implement a Utility Management Savings Plan.

PHA SOP Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.

Objectives:

- Develop Asset Management Protocol for All PHA and Alternatively Managed Sites with OIG Assistance.
- Take Steps to Ensure that PHA Consistently Receives Clean IPA, OIG and HUD Audits.
- Implement Approved Management Study Recommendations.
- Develop a PHA-Wide Process for Management Reviews of Non-HUD Grant Programs.
- Improve Contract Monitoring, Performance, Reporting and Record-Keeping.
- Implement Approved Audit Plan to Confirm Performance of Site-Based Managers.

PHA SOP Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.

Objectives:

- Implement PeopleSoft Enterprise Resource Planning (ERP) System.

- Maximize the Use of Various Computer Technologies to Automate Data Collection and Improve Productivity.
- Develop and Implement a Client Management System.
- Implement Call Center Technology.
- Review Use of All Current Technology Applications and Hardware for Efficiency and Upgrade/Replace where Indicated.

MOVING TO WORK PLAN
APPENDIX B

APPENDIX B

MTW MAJOR INITIATIVES – YEAR 4

The following pages provide a summary of major initiatives scheduled for Year 4 of PHA's Moving To Work Demonstration. During the first year of the MTW program, PHA established five (5) broad objectives for the seven-year term of the MTW Demonstration Program. These objectives are:

1. Reform the existing Housing Choice Voucher and Public Housing Programs to improve and increase the supply of quality affordable housing throughout the City of Philadelphia.
2. Revitalize neighborhoods where MTW and MTW-eligible residents reside.
3. Develop a MTW Family Program to furnish comprehensive family self-sufficiency services to eligible MTW families.
4. Establish a Quality of Life Program to promote a living environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the responsibilities of public housing residents, voucher participants, voucher landlords, and the PHA to one another and to the broader community.
5. Establish efficient operating procedures and implement cost-saving strategies.

For each of the five MTW objectives, PHA has identified a series of related MTW Major Initiatives to be accomplished over the term of the Demonstration Program. The corresponding Major Initiatives for each MTW objective are presented in Table B-1, followed by a summary description of each Initiative. For each MTW Major Initiative, PHA has prepared:

A ***Program Description*** that provides an overview of the planned program initiative including PHA's initial assumptions regarding program design and policy objectives. Note that these program descriptions are considered preliminary statements until a final policy and procedure has been adopted. In some instances, PHA has modified its initial plans based on further analysis.

A list of ***Projected Outcomes*** related to each planned initiative. These projected outcomes are considered preliminary until the actual policy and procedural documents are finalized.

A summary of ***Year 4 Objectives and Tasks*** for the period from April 1, 2004 through March 31, 2005. Where applicable, PHA has identified policies and procedures scheduled for implementation during MTW Year 4.

Table B-1. Moving To Work Major Initiatives for Year Four

MTW Local Objective	MTW Major Initiatives
Objective 1: Reform The Existing Housing Choice Voucher And Public Housing Programs To Improve And Increase The Supply Of Quality Affordable Housing Throughout The City Of Philadelphia.	1-1 Implement a Dislocated Worker Housing Allowance Program. 1-2 Streamline Re-Certification and Other Administrative Processes for Voucher and Public Housing Programs. 1-3 Revise Ceiling Rents for Public Housing. 1-4 Implement Time Limits For Voucher Participation. 1-5 Enhance Voucher Complaint Tracking And Expedited Hearing Process. 1-6 Simplify Rent Calculation Procedures And Policies. 1-7 Revise Admissions And Continued Occupancy Policy. 1-8 Implement Designated Housing Plan. 1-9 Establish Enhanced Mobility Counseling Program. 1-10 Increase Diversity of Residents Served. 1-11 HCV Transitional Neighborhood Strategy.
Objective 2: Revitalize Neighborhoods Where MTW and MTW-Eligible Residents Reside.	2-1 Implement Revised Unit-Based Leasing And Development Program. 2-2 Implement Community Partners Program. 2-3 Implement Strategy For Development Activities. 2-4 Streamline Acquisition Process. 2-5 Streamline Demolition And Disposition Process. 2-6 Replace Affordable Housing Units Lost To Demolition. 2-7 Simplification of Development and Redevelopment Process. 2-8 Streamline the Mixed-Finance Development Process. 2-9 Establish the Total Development Cost and Housing Cost Caps. 2-10 Create Design Standards. 2-11 Implement Sparkle Plus Program. 2-12 Revise Criteria for General Contractor's Fees. 2-13 Revise Criteria for Obtaining Operating Subsidy. 2-14 Establish a PHA Management Fee.
Objective 3: Develop A MTW Family Program To Furnish Comprehensive Family Self-Sufficiency Services To Eligible MTW Families.	3-1 Implement Enhanced Comprehensive Family Support Services. 3-2 Establish One Stop Family Self-Sufficiency Centers For Employment and Training Services. 3-3 Expand Employment and Training Services. 3-4 Increase Affordable Homeownership Opportunities.
Objective 4: Establish A Quality Of Life Program To Promote A Living Environment That Fosters Community Values, Encourages Resident Participation And Positive Peer Group Pressure, And Reinforces The Responsibilities Of Public Housing Residents, Housing Choice Voucher Participants, Housing Choice Voucher Landlords, And The PHA To One Another and To The Broader Community.	4-1 Implement Expanded Good Neighbors Make Good Neighborhoods Program. 4-2 Implement Quality Of Life Program.
Objective 5: Establish Efficient Operating Procedures And Implement Cost-Saving Strategies.	5-1 Conduct Comprehensive Energy Audit And Assessment Of Energy Performance Contracting. 5-2 Determine The Feasibility Of Contracting Through Energy Services Contractors (ESCOs). 5-3 Revise Procurement Policies. 5-4 Suspend Physical Inventories at Warehouse Stocking Sites. 5-5 Ensure Affirmative Action in Contracting and Subcontracting.

MTW MAJOR INITIATIVE 1-1 IMPLEMENT A DISLOCATED WORKER HOUSING ALLOWANCE PROGRAM

Program Description

As part of its Housing Choice Voucher Program, the Philadelphia Housing Authority will establish a housing allowance program for dislocated workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation, and mergers.

In MTW Year 3, PHA worked with the Pennsylvania Bureau of Employment Security (PBES), and the Philadelphia Workforce Development Corporation (PWDC) to develop a program statement and draft Memorandum of Understanding. PHA anticipates that the MOU and program design will be completed by the start of MTW Year 4. The proposed program will be implemented in Year 4.

All participants in this initiative will be enrolled in the MTW program. Participants will be able to select from a menu of employment generating services offered by the partner organizations. PBES will provide "Job Service" for direct placement service. PWDC will provide opportunities for retraining and the upgrading of occupational skills. Participants may also seek employment through PHA's Section 3 program and resident training initiatives. The Section 3 program will offer Bureau of Apprenticeship and Training certified apprenticeships in the building trades. PHA also offers allied health training for Pharmacy Technicians and Certified Nursing Assistants as well as other MTW service opportunities.

Participating households have access to MTW services that are designed to remove barriers to employment. These range from Head Start and Daycare services to after-school programs that provide daily homework assistance, cultural arts, and physical activities for elementary and middle school youth. PHA also provides award winning year round academic, career education and work experience programs for high school students.

Projected Outcomes

- Serve low-income working families as part of the Housing Choice Voucher Program.
- Minimize economic dislocation as a result of plant closings and layoffs.
- Reduced concentrations of poverty in Housing Choice Voucher properties.

Year 4 Objectives and Tasks

- Commence outreach and intake activities.
- Enroll initial participants in program.

MTW MAJOR INITIATIVE 1-2 STREAMLINE RECERTIFICATION PROCESS
MTW MAJOR INITIATIVE 1-3 IMPLEMENT MARKET-BASED RENT CAP PROGRAM

Program Description

PHA is in the process of implementing changes in its voucher and public housing programs to streamline administrative processes, reduce paperwork burdens on residents, and encourage families to work and increase their incomes. Specific actions include updating ceiling rent levels, the planned implementation of market-based flat rents and conducting recertifications at two-year intervals.

Ceiling Rent Updates – During MTW Year 3, PHA undertook a major planning and public participation process related to this initiative and the overall rent simplification proposal. Based on analysis and input, PHA determined to increase the current ceiling rents, the first such increase in fourteen years. Implementation of new ceiling rents will take place throughout MTW Year 4.

Market-Based Flat Rents. As a further change to the ceiling rent system, PHA is studying a schedule of market-based rent caps for its conventional site properties. Market-based rent caps may also make PHA properties more attractive to eligible families with higher incomes. Residents who choose a market rent will only be re-certified every three years. A market analysis is in process.

Continued Occupancy. PHA has begun its program restructure the annual and interim review processes and procedures for leased and public housing to require re-certifications every two years. Interim re-certifications will only be required for decreases in resident incomes. The two-year recertification program has begun in the Housing Choice Voucher program, and will be implemented in public housing beginning in 2004.

A full recertification with verification of information and recalculation of tenant payments will be conducted at conventional sites every three years for families selecting market-based flat rents upon implementation of the flat rent system. Interim re-certifications may be requested by a head of household in the event of a reduction of income or an increase in family size that might result in a decrease in tenant payment requirements. Two-year recertifications will not apply at sites funded with Low-Income Housing Tax Credits.

By not automatically requiring a rent increase when there is an increase in a client family's income, PHA offers an important tool to increase the incomes of client families. This rule change complements current and planned PHA self-sufficiency programs and its working family preference by not penalizing residents for receiving an increase in income.

This incentive policy is also projected to reduce certain administrative costs in the public housing and voucher program by minimizing the amount of staff time required for re-certifications. PHA is also further modifying current rent and re-certification systems through implementation of a simplified rent system discussed in this plan.

Projected Outcomes

- Provide residents with an incentive to work and increase their incomes.
- Reduce overhead costs by reducing staff time required for re-certifications.
- Reduce paperwork burden for residents.

Year 4 Objectives and Tasks

- PHA will continue to implement the revised re-certification system commencing including rolling the process out to public housing residents.
- Implement revised ceiling rents.

MTW MAJOR INITIATIVE 1-4

IMPLEMENT TIME LIMITS FOR HOUSING CHOICE VOUCHER PARTICIPATION

Program Description

PHA has begun to implement a seven-year limit on participation in the Housing Choice Voucher program for households who are able to work. During MTW Year 3, all HCV participants were provided with MTW briefings that included information on time limits and services. Participants also signed MTW Family Agreements and, as appropriate, developed action plans.

The time limit does not apply to household heads that are disabled, over the age of 55, or who meet other hardship situations as defined in the policy. Also, households participating in the Moderate Rehab and voucher homeownership programs are not subject to the time limit. During the seven-year period the voucher holder is required to participate in MTW self-sufficiency activities based on their current status, with more intensive efforts geared to households on TANF or reporting zero income.

PHA continues to expand existing strategic partnerships to accomplish the goals of the program. PHA is working with the Philadelphia Workforce Development Corporation to provide employment and training services (including establishment of a Career Link site at Blumberg) and with the Philadelphia County Assistance Office to provide support services that reduce barriers to employment. PHA is actively working with PCAO to provide coordination of TANF welfare-to-work initiatives with Housing counseling services will be offered through qualified agencies. PHA is also recruiting new training and case management providers to expand service to HCV participants. This process is ongoing.

PHA also offers the opportunity for participants to obtain employment through the Section 3 program and through resident training initiatives. The Section 3 program includes the Bureau of Apprenticeship and Training certified apprenticeships in the building trades. Allied health training for Pharmacy Technicians and Certified Nursing Assistants is also available to participants. As noted, PHA is in the process of identifying additional training providers and training/placement opportunities for program participants.

Participating families are also eligible for PHA support services that remove barriers to employment. PHA services include Head Start and Day care services. PHA also offers after school programs during the school year that provide daily homework assistance, cultural arts, and physical activities for elementary and middle school youth. PHA also offers an award winning year round academic, career education and work experience program for high school students.

Projected Outcomes

- Increased incomes for voucher participants.
- Increased numbers of persons served by voucher program.
- Increased numbers of voucher participants moving to homeownership.
- Wider range of career, financial, educational and business options.
- Increase job availability through support services and programs.

Year 4 Objectives and Tasks

- PHA will continue to implement the time limit policy including enhanced coordination with PCAO to promote compliance with both HCV and TANF requirements.

MTW MAJOR INITIATIVE 1-5
ENHANCED VOUCHER COMPLAINT TRACKING AND EXPEDITED HEARING PROCESS

Program Description

Improving the responsiveness of the Voucher program to participant and community concerns continues to be a primary goal of PHA's MTW Program. To accomplish this, PHA has implemented enhanced procedures to track and follow up on complaints received from participants, community members, public safety officials and others. These new procedures and systems will facilitate a more rapid response to complaints and permit PHA to resolve issues related to program compliance in a fair and expeditious manner.

As part of this effort, PHA is modifying its internal procedures to expedite informal hearings. New standards have been established to require the completion of reports within five days of the hearing. PHA also intends to expand the number of hearing officers by training designated staff and/or contractors to perform these important functions.

Projected Outcomes

- Improved ability to track and resolve complaints.
- Reduced time to complete informal hearings.
- Improved community relations as a result of increased responsiveness.

Year 4 Objectives and Tasks

- PHA will continue to implement enhanced complaint tracking and expedited hearing process procedures.

MTW MAJOR INITIATIVE 1-6 SIMPLIFY RENT CALCULATION PROCEDURES AND POLICIES

Program Description

Supporting resident economic self-sufficiency continues to be a primary goal of PHA under the MTW demonstration program. PHA is addressing this objective by reducing the complexity of rent calculation and modifying the recertification process. Changes to the recertification process that will require recertifications only every two years are discussed in Initiative 1-2.

In MTW Year 3, PHA analyzed a range of options to simplify the rent calculation process and encourage resident employment and savings. The new system will be implemented in Year 4, following an extensive public review and comment process that took place in 2003. It will apply to both public housing and HCV program participants; however, LIHTC and Moderate Rehab households will continue to utilize the previous, existing system. The new system will reduce administrative burdens on residents and staff and provides incentives for residents to move towards economic self-sufficiency.

The new rent simplification system includes the following components:

- Establishing a single working household deduction;
- Modifying the definition of income to exclude the first \$500 of asset income as well as certain Medicare related insurance premiums;
- Eliminating other deductions and reducing the standard rent calculation percentage based on family size;
- Updating the ceiling rents (see above discussion); and,
- Establishing a minimum rent after a 90-day grace period.

The new rent system incorporates current provisions of the voucher program that provide participants with the option of spending additional household income for rents that exceed PHA's payment standards.

Projected Outcomes

- Increased incentives for families to work and move towards self-sufficiency.
- Reduced administrative and paperwork burdens on residents and staff.
- Establishment of an easy to understand and administer system with reduced opportunity for errors and fraud.

Year 4 Objectives and Tasks

- PHA will begin implementation of the revised rent system.

MTW MAJOR INITIATIVE 1-7 REVISE ADMISSIONS AND CONTINUED OCCUPANCY POLICY
MTW MAJOR INITIATIVE 1-8 IMPLEMENT DESIGNATED HOUSING PLANS

Program Description

PHA is working to revise the current public housing Admissions and Continued Occupancy Policy (ACOP) to:

- Incorporate unique provisions applicable to mixed-finance properties.
- Incorporate all applicable MTW and Quality Housing and Work Responsibility Act (QHWRA) policies and provisions including revised recertification, rent simplification and other MTW initiatives.
- Incorporate provisions for site-based waiting lists (SBWL).
- Implement recently approved Designated Housing Plan for senior buildings.
- Create an understandable, "user friendly" document.

The existing ACOP is a complicated document that has not been comprehensively updated in more than ten years. In the intervening period, the ACOP has been revised and amended on many occasions; however, there are new circumstances related to MTW, mixed-finance properties (such as the HOPE VI and tax-credit sites) and QHWRA that must be addressed in a revised ACOP. PHA will develop and publish for public comment a revised draft ACOP.

Projected Outcomes

- Updated ACOP that incorporates all relevant policies and procedures.
- Establishment of designated housing plans and procedures.
- Improved ability of staff, residents and applicants to read and understand the ACOP.

Year 4 Objectives and Tasks

- PHA will publish a draft for public comment of a revised ACOP.
- PHA will incorporate public comments into a revised and final ACOP.
- Following HUD approval, PHA will implement the previously submitted Senior Designated Housing Plan.

MTW MAJOR INITIATIVE 1-9
ESTABLISH ENHANCED MOBILITY COUNSELING PROGRAM

Program Description

As part of its MTW initiative, PHA has begun implementation of an enhanced Mobility Counseling Program for relocated public housing and voucher participants. The objective of this effort is to encourage residents to locate housing in low poverty areas where there is access to better jobs, schools and supportive services. PHA has also conducted a series of landlord fairs designed to attract new property owners including those with units located in non-poverty impacted census tracts.

In the coming months, PHA intends to continue conducting landlord fairs and to contract with qualified agencies to provide mobility counseling services. The enhanced Mobility Counseling Program will build on the successful experiences of PHA and other Housing Authorities nationwide and will use the assistance of local non-profit organizations and community development corporations.

Housing search assistance partners locate housing, provide counseling on budgeting and housekeeping, show housing to families, develop and share information about neighborhoods with families, negotiate with landlords, and follow up with families to support successful tenancy.

Projected Outcomes

- Increased landlord participation in the Housing Choice Voucher Program, leading to improved housing choice for participants and more effective marketing of PHA's housing resources.
- Housing opportunities in low-poverty neighborhoods that offer high quality housing, education and employment.
- Provision of support to disabled families, including the mobility-impaired, to locate suitable housing in low-poverty areas.

Year 4 Objectives and Tasks

- PHA will continue oversight of this program and providers specifically targeting up to 350 households.
- PHA will develop and issue a Request for Proposals for the Mobility Counseling Program.
- PHA will select qualified providers and expand program services.

MTW MAJOR INITIATIVE 1-10
INCREASE DIVERSITY OF POPULATION SERVED BY PHA

Program Description

PHA may re-open its Housing Choice Voucher program waiting list in 2004. This will provide an opportunity to continue PHA efforts to increase diversity among the population served, by developing marketing materials and conducting quarterly meetings with community groups. PHA also intends to place advertisements in local foreign-language newspapers, offer PHA promotional literature in various languages, modify PHA's telephone system to provide information in other languages besides English, and increase the diversity of PHA's workforce.

Projected Outcomes

- Strengthened PHA outreach efforts to PHA applicants.
- Improved communication with existing PHA residents.
- Enhanced ability to ensure compliance with local and federal fair housing laws for all residents.

Year 4 Objectives and Tasks

- Development of a comprehensive Outreach Plan as part of waiting list reopening initiative.
- Development of non-English marketing materials related to housing opportunities.
- Hiring of staff fluent in languages spoken by target populations.
- Conduct briefings and other informational sessions for applicants in language of target population.

MTW MAJOR INITIATIVE 1-11

HCV TRANSITIONAL NEIGHBORHOOD STRATEGY

Program Description

During MTW Year 4, PHA will develop and implement a plan to coordinate Housing Choice Voucher leasing activities in support of the City of Philadelphia's "transitional market" revitalization initiatives. The City's Neighborhood Transformation Initiative (NTI) has designated a number of geographic areas within the City as "transitional market" areas. These areas share some or all of the following characteristics: relatively high and steady housing prices; lack of robust price increases; population shifts including some areas with gains and other with losses; physical conditions showing signs of wear; and, elevated levels of vacancies.

Essentially, transitional market areas are those neighborhoods with significant opportunity to evolve into solid, healthy urban neighborhoods; however, without appropriate intervention and support strategies, they could rapidly deteriorate into the "distressed market" category.

The City has determined that the appropriate public sector role within transitional markets is to rapidly respond to any signs of physical or economic deterioration and to introduce aggressive preservation programs. Carefully balancing the mix of market-rate and subsidized housing activity is a crucial component of the plan to improve transitional market areas so that they become healthy, steady or high value areas. Therefore, PHA will develop and implement a plan to support improvements to transitional market areas by establishing limits on HCV subsidies within these areas.

In tandem with this effort, PHA will encourage HCV participants to consider moves to mobility areas designated by the City as "high value" and "regional choice".

Projected Outcomes

- Decrease concentrations of subsidized housing within poverty-impacted areas.
- Improve response to community concerns regarding impact of subsidized units on neighborhood quality of life.
- Improve coordination and support of neighborhood revitalization activities.
- Enhance HCV voucher holder choice and mobility options.

Year 4 Objectives and Tasks

- Research and analyze characteristics of "transitional market" including renter versus homeownership data; current number of HCV and other subsidized units, income and other population data.
- Develop policy guidelines and prepare informational materials (including maps) to inform voucher holders of leasing guidelines within transitional market areas.
- Develop maximum leasing goals within transitional market areas, for example, leasing to voucher families not to exceed 15% of rentable units.
- Implement and monitor to ensure program effectiveness.
- Conduct annual review of neighborhood conditions and leasing.
- Increased families making mobility moves within "high value" and "regional choice" designated areas.

MTW MAJOR INITIATIVE 2-1

IMPLEMENT REVISED UNIT-BASED LEASING AND DEVELOPMENT PROGRAM

Program Description

Expanding the supply of affordable housing in Philadelphia continues to be a major objective of the PHA MTW demonstration program. In 2003, PHA issued a new Request for Proposals for developers to promote expanded use of HCV resources. The new "Unit-Based" program incorporates elements of the current Housing Choice Voucher Project-Based program with respect to ensuring long-term affordability and availability of units to persons on PHA's waiting lists. However, the program also incorporate options such as requesting use of PHA operating or capital funds to support creation of new and rehabilitated units throughout the City of Philadelphia.

In 2003 PHA issued a comprehensive revision of its unit-based RFP using MTW flexibility to provide more options for submission of proposals. In Year 4 PHA proposes one additional change to permit the award of unit-based vouchers to proposals that successfully complete a recognized State or Local competitive process (e.g. PHFA tax credit selection process). This change will permit PHA to attach vouchers without requiring these projects to go through an additional selection process. As part of any award process, PHA will require that any projects targeted for vouchers meet the MTW site and neighborhood standards and other MTW requirements.

PHA is currently receiving and evaluating proposals for these programs. PHA believes that the new Unit-Based program will serve as a catalyst for small and mid-scale neighborhood revitalization efforts. By creating a flexible pool of resources, qualified development entities will be able to partner with PHA to address gaps that prevent the forward movement of key neighborhood projects, while ensuring that new development projects incorporate long-term affordability protections for very low and low-income households.

PHA intends to select proposals and, based on funding availability, continue to solicit additional proposals under the Unit-Based program during MTW Year 4.

Projected Outcomes

- Serve as a catalyst for neighborhood development projects.
- Increase the supply of affordable housing.
- Provide long-term subsidized units in non-impacted neighborhoods as well as those undergoing substantial revitalization.

Year 4 Objectives and Tasks

- Select and contract for qualified Unit-Based program proposals.
- Evaluate funding availability and assess program expansion. Amendments to the RFP will be issued if necessary.

MTW MAJOR INITIATIVE 2-2 IMPLEMENT COMMUNITY PARTNERS PROGRAM

Program Description

During 2003, PHA issued a Request for Proposals for its new MTW Community Partners initiative. Proposals may be submitted and evaluated at any time through April 2004. The purpose of PHA's Community Partners Program (CPP) is to enlist the support of local community groups by forming partnerships with PHA to expand services to Public Housing and HCV participants and to address problems in their communities. PHA has a strong interest in this approach because problems in the neighborhood often affect Voucher and Public Housing families. Many PHA residents are unable to access services and find the support they need in the community to achieve self-sufficiency goals and sustain lease compliance. Additionally, families who move into a new and unfamiliar neighborhood often encounter difficult circumstances during their transition. Local community groups are in the best position to address these issues.

The Request For Proposals is tailored to elicit the participation of training providers, community associations, CDCs, neighborhood non-profits, church affiliated non-profits, and others. PHA will also make a limited number of vouchers available for hard unit subsidy opportunities through the Unit Based program previously noted. The RFP will be open for a year with an opportunity to extend the submission period for an additional year. PHA anticipates that providers will be selected and services provided by the beginning of MTW Year 4. This will include training and case management providers. PHA intends to continue to solicit training and other proposals through this process throughout Year 4.

Projected Outcomes

- Provide expanded supportive services to PHA households.
- Enhance employment and training opportunities to HCV households to assist households in obtaining living wage jobs.

Year 4 Objectives and Tasks

- Based on prior year evaluations, select providers and provide oversight to selected community partners.
- Continue to solicit proposals to expand services to PHA households in the areas of employment training.

MTW MAJOR INITIATIVE 2-3 IMPLEMENT STRATEGY FOR DEVELOPMENT ACTIVITIES

Program Description

PHA has adopted a *Development-Asset Management Strategy for Public Housing* that takes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing, acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood-based organizations.

In recent months, PHA has begun to replicate its successful Eastern North Philadelphia Master Planning activities in other neighborhoods throughout Philadelphia, focusing on areas with major concentrations of scattered site housing units. This initiative works in partnership with other city agencies (OHCD, City Planning Commission, the Redevelopment Authority, Department of Licenses and Inspections, etc.) to revitalize neighborhoods.

PHA staff and/or contractors have performed market studies at Richard Allen III, Cambridge (3 phases), Mount Olivet, Tasker (3 phases), Suffolk Manor, Germantown and Mill Creek.

As part of its MTW administrative flexibility and regulatory relief, PHA is seeking a streamlined process for demolition and disposition. Among other properties, this may expedite the demolition or disposition of several hundred scattered site properties. PHA also intends to implement standards for the acquisition of sites in connection with the redevelopment of scattered sites already owned by PHA. These standards are consistent with the Site and Neighborhood Standards contained in PHA's MTW Agreement.

As part of this initiative, PHA also plans to dispose of scattered site properties located in neighborhoods with very high concentrations of dilapidated units. These units will be eliminated from the inventory for non-residential development and sale proceeds will be used to create new housing.

Key to this approach will be partnerships with major institutions (i.e. educational, business, and medical) to provide housing opportunities for their employees in mixed communities with public housing residents to transform impacted neighborhoods and to deconcentrate poverty.

Projected Outcomes

- Create new affordable housing units.
- Streamline the development and disposition processes.

Year 4 Objectives and Tasks

- Obtain HUD approval and implement revised procedures and guidelines..
- Coordinate with City Agencies to identify opportunities for residential and non-residential development activities.
- Ensure compliance with site and neighborhood standards as established under the MTW agreement.

MTW MAJOR INITIATIVE 2-4 STREAMLINE ACQUISITION PROCESS

Program Description

Although HUD's Year 3 Annual Plan approval letter treated acquisition together with demolition and disposition, the Year 4 Plan separates them into two major initiatives. This is done because the Moving to Work Agreement gives PHA the ability to adopt its own rules for acquisition (Appendix A, Paragraph VI. A.2.b.), while the streamlining of the demolition and disposition process is subject to HUD's approval (Appendix A, Paragraph VIII.E.).

Accordingly, PHA will establish a public housing acquisition process in which it will certify to HUD at the time an annual contributions contract is ready to be signed that it has complied with HUD site selection requirements. PHA will maintain documentation evidencing that it has met the MTW Agreement's resident and community group consultation requirements and submit the documentation to HUD required by the MTW Agreement as part of its next MTW Annual Report. This is the same process that HUD has agreed to for King County.

Projected Outcomes

- Allow PHA promptly to take advantage of local real estate opportunities.
- Contribute to deconcentration of poverty and creating more economically diverse communities.
- Contribute to stabilization of at-risk neighborhoods.

Year Four Objectives and Tasks

- Take advantage of the expedited acquisition process to acquire scattered site units or parcels where appropriate.

MTW MAJOR INITIATIVE 2-5 STREAMLINE DEMOLITION AND DISPOSITION PROCESS

Program Description

PHA will work with HUD to implement a demolition and disposition process that meets the unique needs of its enormous and dispersed scattered site inventory. To improve efficiency and reduce the burden for HUD and PHA, PHA intends to initiate a flexible process that allows it to assume the role of a responsible private sector developer to take advantage of development opportunities as they become available. This requires a variation from the traditional demolition and disposition application processes. PHA has developed a procedure (awaiting HUD approval) that ensures compliance with the goals, standards and safeguards set forth in Section 18 of U.S. Housing Act of 1937 as amended. This improvement will eliminate unnecessary impediments to the efficient and economical use of scattered sites for new development projects undertaken by PHA and by third parties, such as CDCs, non-profits and other governmental entities. PHA also has leased equipment to enhance its demolition capabilities and to shorten the demolition timetable.

Projected Outcomes

- Deconcentrate poverty and create more economically diverse communities.
- Stabilize at-risk neighborhoods.
- Eliminate hazards to public health and safety.
- Eliminate vacant lots and isolated row homes that contribute to urban blight.
- Protect existing PHA investments and promote the activity of local neighborhood non-profits and CDCs.

Year 4 Objectives and Tasks

- Obtain HUD approval to implement a demolition/disposition strategy that expedites HUD approvals to the extent possible under the law.

MTW MAJOR INITIATIVE 2-6
REPLACE AFFORDABLE HOUSING UNITS LOST TO DEMOLITION

Program Description

Over the coming years, PHA will continue to work to replace a portion of the affordable housing units lost since 1996 as a result of demolition and the lack of capital funding. Extensive revitalization activities are currently underway throughout the City as summarized in this Annual Plan. PHA will continue to work closely with the private and non-profit sectors to ensure that these units will be replaced in mixed income communities. PHA will begin to implement a range of creative mixed-finance programs to allow for the use of unit-based leased housing assistance that is more flexible than the existing mixed-finance approval process. (See description of Unit Based Program.)

Simplification of housing management practices will be an important tool. Revised property and system inspection protocols along with a revised lease and site-based waiting lists will be implemented at the HOPE VI and mixed-finance sites, Tasker Homes, Cambridge, and Suffolk Manor. In order to meet market needs as identified, PHA is also exploring the feasibility of developing enhanced and congregate living facilities for senior and disabled residents.

To date, PHA has achieved significant successes in expanding affordable housing opportunities, a process which currently involves over \$900 million in construction activity. A scattered site homeownership program is in place with a goal of selling 300 units.

As part of this effort, PHA issued a request for proposals to use public housing operating funds for replacement housing. The response was inadequate. PHA is reviewing possible changes such as the possibility of offering additional Capital Funds in conjunction with the operating funds, and will implement the changes if they appear advantageous.

Projected Outcomes

- Use an established set of criteria approved by HUD for qualifying and selecting developers, partners or projects so that PHA will be able to initiate discussions with developers for participation in revitalization efforts rather than be restricted to the normal RFP process.
- Assemble developable tracts, partly with the acquisition of properties from the RDA and FHA.
- Through the Admissions and Continued Occupancy Policy (ACOP), establish site-based and neighborhood/area based waiting lists wherever possible to reduce vacancy rates and conduct market studies and collect market data.
- Develop assisted living facilities.

Year 4 Objectives and Tasks

- Pursue and secure funding and financing alternatives for proposed projects.
- Implement and monitor new construction and redevelopment projects where financing and planning have been approved.
- Seek and promote reuse options of underutilized ACC allocation from demolished public housing.
- Continue implementation of the scattered sites homeownership program.
- Establish site-based and neighborhood/area-based waiting lists for HOPE VI and mixed finance sites.

MTW MAJOR INITIATIVE 2-7
SIMPLIFICATION OF THE DEVELOPMENT AND REDEVELOPMENT PROCESS

Program Description

PHA is a substantial developer and already has leveraged \$597 million in new funding through HOPE VI, other non-PHA capital funds, low-income tax credits, and governmental or revenue bonds. PHA can achieve more in this area if it is provided the flexibility to take a number of steps, such as mixed-finance closings, on its own rather than waiting for HUD approval. HUD can be confident, based on PHA's track record, that such flexibility would be exercised in a beneficial manner.

Projected Outcomes

- Administrative functions will be streamlined.
- Efficiencies will be maximized.
- Development progress and completion will be expedited.

Year Four Objectives and Tasks

- Obtain HUD approval of the simplified process.
- Commence implementation of the simplified process.

MTW MAJOR INITIATIVE 2-8
STREAMLINE THE MIXED -FINANCE DEVELOPMENT PROCESS

Program Description

PHA is authorized to develop public housing through several financing methods, including the Mixed Finance approach, which involves the use of both private financing and public housing development funds. According to public housing regulations, PHA and its partners may select among several ownership structures for mixed finance transactions. These structures may include total private ownership, where PHA does not hold an ownership interest, total ownership by PHA, or a mixture of partial ownership by PHA and its partners. The various arrangements may necessitate different documents, especially for those transactions with third party-developers/owners for which PHA will provide capital or ACC subsidy only. These mixed finance developments may consist of all public housing units or a mixture of public housing and market rate or non-public housing rental and homeownership units.

Under PHA's MTW plan, PHA intends to work with HUD to streamline the process for submission and approval of the required documents. PHA also intends to work with HUD to identify a list of alternate evidentiary documents to be submitted for the mixed finance development process.

Projected Outcomes

- Administrative functions will be streamlined.
- Management efficiencies will be maximized.
- Record keeping will become more uniform.
- Reporting functions, *e.g.* tax credit compliance will be less onerous.
- Delivery of community social services will be improved.

Year 4 Objectives and Tasks

- Submit proposed mixed finance streamlining proposal to HUD for review and approval.
- Commence implementation of streamlined approach.

MTW MAJOR INITIATIVE 2-9
ESTABLISHMENT OF TOTAL DEVELOPMENT COST AND HOUSING COST CAPS

Program Description

PHA intends to establish reasonable cost limits for development and redevelopment activities that will replace HUD's Total Development Cost (TDC) limits and Housing Cost Caps (HCC). New cost limits will be created to reflect all the costs associated with developing new PHA conventional and Scattered Sites and rehabilitating existing units in these categories. The PHA specific reasonable cost limits will address current construction practice costs while incorporating energy efficient and environmentally conscious equipment and materials used in the building process. In addition, the establishment of the new cost limits will take into account the market trends in construction and union rates, Davis Bacon rates and costs associated with government contract work versus private market contract work. The Cost limits will incorporate the cost of modern design amenities to improve PHA's marketability. PHA staff now is reviewing a consultant study that recommends specific increases in the cost limits.

Projected Outcome

- Reduction of the complexity of TDC and HCC calculations for unit types and scope.
- Establishment of a clear definition of what costs will be included within the TDC/HCC and what costs will be outside of, and therefore inapplicable to, TDC/HCC. (i.e. extraordinary, environmental, etc.).
- Creation of TDC/HCC tables which reflect construction and development costs in the City of Philadelphia.

Year 4 Objectives and Tasks

- Establish and implement PHA specific reasonable cost limits and calculation models.

MTW MAJOR INITIATIVE 2-10 CREATE DESIGN STANDARDS

Program Description

PHA will continue to implement reasonable and modest design standards for new construction and rehabilitation work that mirror current design trends and the 21st century needs of residents. Modified design standards take into account efficiencies in energy usage, construction methods and technologies and use of interior and exterior space. The new standards will also incorporate modern amenities and the latest concepts in urban design in order to reduce the alienation and stigmatization of public housing for PHA residents and to enhance the livability and marketability of PHA's housing stock.

PHA has recently entered into a contract for energy monitoring services related to this initiative.

Projected Outcomes

- Creation of energy efficient and environmentally safe affordable housing incorporating market driven amenities.

Year 4 Objectives and Tasks

- Continue to review, modify and implement appropriate design standards. Continue to analyze construction market trends to establish the most efficient means, methods and materials for PHA to use for rehabilitation and new construction.
- Oversee implementation activities of energy monitoring contractor.

MTW MAJOR INITIATIVE 2-11 IMPLEMENT SPARKLE PLUS PROGRAM

Program Description

The Sparkle Plus Program is a five-part plan to build better neighborhoods throughout PHA communities. It includes: (1) investing in residents; (2) beautification of the developments; (3) demolition of old buildings; (4) rehab of housing stock; and (5) provision of public safety. Through the efforts of PHA staff, partners, and public housing residents, public housing communities are becoming the housing of choice rather than the housing of last resort.

PHA has implemented Sparkle Plus activities for the past three years, and intends to continue these efforts as part of the Year 4 MTW Plan. To date, more than 25,000 volunteers have participated in Sparkle Plus citywide clean-up and beautification efforts. Also, PHA improved the exterior appearances of conventional and scattered site developments throughout the city. Improvements included signage, landscaping, decorative lighting, concrete and blacktop, fencing, painting, new exterior security doors and systems, tree trimming, and the establishment of ongoing grounds maintenance programs.

During each citywide Sparkle Plus initiative, shrubs are planted, lawns are mowed, overgrown vegetation is cut, flowers are planted and curbs are painted. Neighborhood gardens have been created and colorful murals painted on specified properties. The goal of all of these efforts is to make public housing blend with other residential communities and help eliminate the negative perceptions that have surrounded public housing for far too long.

Projected Outcomes

- Improve exterior conditions at PHA developments.
- Involve public housing and community residents in positive activities to improve PHA properties.
- Enhance the image of public housing.
- Leverage volunteer resources for large scale clean up and beautification efforts.

Year 4 Objectives and Tasks

- Implement new Year 4 Sparkle Plus initiatives throughout the City.

MTW MAJOR INITIATIVE 2-12
REVISE CRITERIA FOR ESTABLISHING GENERAL CONTRACTOR'S FEES

Program Description

PHA is implementing revised criteria for establishing contractor and/or construction manager fees. The revised criteria allows PHA the maximum flexibility from HUD, local and state resources, as well as lenders. PHA's revised criteria maintains combined maximum contractor fees of 14% that is currently allowable pursuant to Safe Harbor Standards; however the revised criteria will provide flexibility from the subdivision of the fees of 6% for General Requirements, 2% for Contractor Overhead, and 6% for Contractor Profit that is currently the HUD standard. The subdivision of the maximum fees, 6%/2%/6%, does not reflect the circumstances of the local contractor market and has thus impeded contractor negotiations. Flexibility from the 6%/2%/6% rule provides increased price competitiveness.

Projected Outcomes

- Expanded pool of general contractors and construction managers that will respond to PHA solicitations.
- Increased price competitiveness of responses without compromising PHA's policy goal of cost containment.

Year 4 Objectives and Tasks

- Continue to implement revised criteria that include the combined maximum contractor fees of 14%.

MTW MAJOR INITIATIVE 2-13 REVISE CRITERIA FOR OBTAINING OPERATING SUBSIDY

Program Description

PHA places a high priority on completing construction efforts and bringing replacement public housing units online to meet the demand for affordable housing in Philadelphia. PHA seeks to establish revised criteria for the Date of Full Availability (DOFA) and the End of Initial Operating Period (EIOP) in order to smooth the transition between construction completion and full occupancy.

Currently, HUD requires new units at a development to be 95% leased before claiming DOFA. The EIOP date correlates to the date when operating subsidy is available to the housing authority for new units. The EIOP date occurs one full quarter after DOFA is attained.

PHA will revise the milestones that trigger the availability of operating subsidy. In general, PHA leases up its developments quickly and does not have any problems matching tenants to available units. PHA will establish eligibility for receipt of operating subsidy as of the date of Certificate of Occupancy by construction phases within PA number(s).

The outcome of this revision will be a more efficient transition from construction completion to full lease-up.

Projected Outcomes

- Allow for an efficient transition from construction completion to full lease-up.
- Increase PHA's ability to negotiate with lenders and syndicators on the availability of operating subsidy.
- Reduce need for initial operating deficit reserves.

Year 4 Objectives and Tasks

- Analyze current process for obtaining operating subsidy for replacement units.
- Implement revised criteria that establishes Certificate of Occupancy as the date when operating subsidy becomes available to a development.

MTW MAJOR INITIATIVE 2-14
ESTABLISH A PHA MANAGEMENT FEE

Program Description

High quality property management is essential for creating safe, stable communities and for leveraging private financing for revitalization projects. HUD Safe Harbor guidelines for mixed finance developments provide for competitive property management fees, allowing housing authorities to attract qualified firms that will manage the properties to the level of comparable tax credit and market rate developments.

Current guidelines, however, do not allow for the PHA to receive fees for self-managing revitalized properties, although the costs of maintaining the properties to the standards required by private investors exceed the PHA's average management costs. Without fees to cover these services, PHA will have limited ability to manage properties while still attracting a sufficiently large pool of private investors, forcing it to retain private management services even when the characteristics of a particular development make it more logical for the PHA to self-manage. In addition, the PHA will lose the opportunity to build its capacity to provide market-rate quality property management for its entire portfolio. The appropriate PHA property management fee would be based on the established HUD Safe Harbor guidelines.

The outcome of this revision will be more cost effective property management because it would allow the PHA to both provide high quality management services for its redevelopment projects while improving the provision of property management services to its entire portfolio.

Projected Outcomes

- Retain flexibility of being able to self-manage mixed finance developments.
- Provide market-rate quality property management to PHA's entire portfolio.

Year 4 Objectives and Tasks

- Develop business plan for PHA's property management services.
- Prepare cost analysis for implementation of property management business plan.

MTW MAJOR INITIATIVE 3-1
IMPLEMENT ENHANCED COMPREHENSIVE FAMILY SUPPORT SERVICES

Program Description

A primary objective of the MTW demonstration program at PHA is to support resident economic self sufficiency including expanding the number of public housing and voucher participants who become first time homebuyers. Building on its existing network of social service programs and partners, PHA will continue to operate an MTW Family Program in which families and staff develop self-sufficiency and service plans for the entire family based on their assessed needs.

Current activities focus heavily on providing self-sufficiency services to TANF recipients and households who report zero income. In addition, PHA is expanding activities to promote career mobility and attainment of living wages by household heads that are already employed. Towards this end, PHA is actively coordinating its activities with the Philadelphia County Assistance Office and Philadelphia Workforce Development Corporation.

HCV program participants are able to access Family Program services through Service Coordinator staff, referrals from case managers, through staff of the One Stop Family Self-Sufficiency Centers as well as at other PHA and partner locations. HCV households work with staff to develop self-sufficiency goals including full time employment at a living wage and completion of secondary education, if applicable, for all adult family members. Areas of training and support may include, but are not limited to, resident responsibility, occupational skills training, home ownership, small business development, attainment of additional educational goals, treatment for substance abuse and conflict resolution training to manage domestic and community disputes.

PHA will continue to expand the existing network of collaborative working relationships with other local service providers, arrange for the provision of services to family members and develop and implement new and innovative programs to bridge identified service gaps. Participating families will receive case management and other support services during the term of its agreement, including housing-related and other incentives to encourage continued participation in the Family Support Program.

Projected Outcomes

- Adult members of participating families will achieve employment and educational self-sufficiency goals.
- Social and economic isolation of families will be reduced.
- Youth will achieve higher education or sustainable employment opportunities, or both.
- Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.
- Community receptivity to public and assisted housing residents, particularly Housing Choice Voucher recipients, will increase.

Year 4 Objectives and Tasks

- Provide self sufficiency services and case management to HCV households in the MTW Family Program with focus on TANF and zero income households
- Establish career advancement workshops for employed household heads to facilitate career mobility and wage progression.
- Expand training programs and employment services available to HCV participants through the Community Partners RFP.

MTW MAJOR INITIATIVE 3-4
INCREASE AFFORDABLE HOMEOWNERSHIP OPPORTUNITIES

Program Description

Expanding homeownership opportunities to public housing and voucher participants continues to be a major objective of PHA's MTW program. PHA is actively developing homeownership units throughout the City of Philadelphia. At present, PHA is developing 616 units of affordable homes at five sites: Cambridge Plaza, Martin Luther King, Schuylkill Falls, Tasker, and Mill Creek.

Turnkey III and the 5(h) Programs also offer homeownership opportunities to PHA residents. The Turnkey III Program is designed to give families the opportunity to own their home after a two-year occupancy and encompasses sites: Brown Street Village (87 units) and Whitman Park (120 units). The 5(h) Homeownership Demonstration Program has a total of 300 scattered site units under this program, 78 units have been sold to date. And a Housing Choice Voucher Homeownership program offers HCV participants the opportunity to purchase a unit using voucher assistance.

As part of the MTW effort, PHA has coordinated its current homeownership program components under a single MTW Services organizational structure to support streamlined intake and processing of interested applicants. Staff work with and refer residents to existing homeownership counseling agencies with histories of providing homeownership counseling services in Philadelphia. This group of agencies provides homeownership counseling, financial management, community empowerment and home maintenance training. They also assist residents in accessing closing cost grants available from the City.

In Year 4, PHA intends to continue 5(h) program sales, implement HOPE VI homeownership marketing efforts, and expand the Housing Choice Voucher Program to include an additional 100 units.

Projected Outcomes

- Increase number of MTW Family Program participants who become homeowners.
- Expand housing choice for low-income participants.
- Contribute to neighborhood stabilization through increased homeownership.

Year 4 Objectives and Tasks

- Continue and expand existing operations including 5(h) sales, HOPE VI sales, Turnkey III and expanded HCV Homeownership efforts.

MTW MAJOR INITIATIVE 4-1
IMPLEMENT GOOD NEIGHBORS MAKE GOOD NEIGHBORHOODS PROGRAM

Program Description

The City's Managing Director's Office, along with key City Departments and non-profit service providers, implemented a system to provide intensive case management to participating families for up to one year to support their successful transition to independent living. Providers assist families in completing the application and compiling all required documentation, accompany families to briefings and assist with the actual housing search.

PHA considers the "Good Neighbors Make Good Neighborhoods" Program an expansion of its successful Family Unification Program (FUP), operated in partnership with the City's Department of Human Services. Four hundred fifty (450) families have obtained housing through the FUP program since 1994. The program ensures that appropriate services are provided to families in need of housing. The majority of families in need of assistance are already on PHA's waiting list, while the remaining families are program-eligible under PHA's preferences for homeless and transitionally housed families.

In August of 2003 PHA expanded this program by providing an additional 300 housing opportunities (a combination of housing units and vouchers) plus 50 more vouchers exclusively for the FUP. The housing opportunities and the FUP vouchers will be available into Year 4. The August expansion was done in conjunction with the Blueprint to End Homelessness, a coalition of 15 transitional housing providers.

PHA's partner agencies include the City's Managing Director's Office; Philadelphia Dept of Human Services; Philadelphia Division of Social Services; Office of Emergency Shelter Services; Office of Adult Services; Philadelphia Health Management Corporation; People's Emergency Center; Salvation Army Bridge House; Sojourner House; and, several other homeless and other transitional housing providers.

Projected Outcomes

- Provide housing assistance to those who are homeless and in immediate need.
- Match families in need with needed supportive services to facilitate a successful tenancy.
- Reduce social and economic isolation of families in need.
- Provide adult members of participating families with employment and educational self-sufficiency training.

Year 4 Objectives and Tasks

- Continue joint housing search, case management and leasing efforts with City and partners.
- Lease up all designated units.

MTW MAJOR INITIATIVE 5-3 CHANGES TO PROCUREMENT REQUIREMENTS

The MTW Agreement, Appendix A, Paragraph X, contemplates that while PHA will request HUD approval for various exemptions to the procurement requirements. The purpose is to provide for procurements that in some situations are more expeditious, and in other situations are likely to yield a better product for the PHA than the current system, without losing the benefits of competition.

Projected Outcomes

- Allow PHA the flexibility to undertake procurements in a manner that will yield high-quality products and services.
- Streamline administration costs where possible.
- Preserve essential protections and competitive pressures on costs.

Year Four Objectives and Tasks

- Obtain HUD approval for proposed procurement changes.
Implement new system.

MTW MAJOR INITIATIVE 5-4

SUSPEND PHYSICAL INVENTORIES AT WAREHOUSE STOCKING SITES

Program Description

PHA is currently running a cycle count accuracy rate of 98.9% for the calendar year of 2003. This is the average for 2 stocking sites. This reflects continuing improvement over the past several years. Implementation of PHA's new PeopleSoft software has resulted in dramatic improvements, i.e. with the previous software system, the accuracy rate was only 82%. Further, order fulfillment rates have increased from 30% to the current 90%.

Projected Outcomes

- Improve overall control.
- Improve inventory accuracy.
- Improved order fulfillment rates.

Year 4 Objectives and Tasks

- Sustain cycle count accuracy rate.
- Continue to reduce stock out.
- Continue to increase order fulfillment rate.

MTW MAJOR INITIATIVE 5-5
ENSURE AFFIRMATIVE ACTION IN CONTRACTING AND SUBCONTRACTING

Program Description

PHA is committed to maximizing the use of certified MBEs/WBEs in its contracts and subcontracts. To this end, PHA provides such assistance as is needed to achieve this goal. As a requirement for receiving federal funds, the U.S. Department of Housing and Urban Development (HUD) requires that the Philadelphia Housing Authority implement an Affirmative Action Contract Program under Executive Order No.s 11246, 12432, 121138, 11625, to promote the development of certified Minority Business Enterprises (MBE), Women Business Enterprises (WBE) and Disadvantage Business Enterprises (DBE). This program complies with the requirements of Titles VI and VII of the Civil Rights Acts of 1964, 42 U.S.C. §§ 2000 d & e, as amended, and HUD Regulations 24 C.F.R. § 85.36(e).

PHA has adopted an innovative and energetic approach to encouraging minority business participation. In addition to extensive outreach and advertising, PHA works closely with the City's MBEC to outreach and identify potential contractors. PHA also has participated in a variety of "How to do business with PHA" efforts including seminars sponsored by local media. These activities will continue throughout Year 4.

Projected Outcomes

- To ensure participation on PHA solicitations by making certified MBEs/WBEs/DBEs aware of what is currently available for bid by advertising in general circulation, media coverage of special construction solicitation, community outreach, and mailings.
- Encourage participation in PHA sponsored conferences and seminars designed specifically for the promotion of the PHA's Affirmative Action Contract Compliance Program pertaining to certified MBE/WBE/DBE participation.

Year 4 Objectives and Tasks

- Continue to generate, track and produce the HUD - 2516 Contract and Subcontract Activity Report, also the 60002 Section 3 Employment and Training Opportunities Data Report and Management Organization in PeopleSoft.
- Continue active outreach efforts with local partners and the City.

MOVING TO WORK PLAN
APPENDIX C

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
James Weldon Johnson House PA002001	535 Family	Renovations to existing units and heating distribution system planned. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Tasker Homes PA002002 PA002008	951 Family	Construction of approximately 554 new rental and homeownership dwelling units may include a community center and recreational park, workforce development center (for joint use by PHA and non-PHA residents), center for enhanced senior supportive services multi-program services building, and a commercial/retail center on-site. Bond-financing LIHTC mixed-finance development. Phase I Construction started in April 2003. Phase II Construction to start January 2004.	Disposition application submitted to HUD September 15, 2003 for approx. 355 dwelling units.	72 elderly units proposed. 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Up to half of the units may be available for homeownership. Section 32 of the USHA of 1937. Homeownership through conventional sale, lease purchase and Housing Choice vouchers.
Richard Allen Homes PA002003	150 Units completed	HOPE VI Site: Revised Plan approved by HUD.	Potential disposition to RDA and/or PHA wholly owned subsidiary and/or private owner. Disposition application approved for Phase III. Long-term lease to RDA and limited partnership RA, Phase III, L.P. for construction of 178 residential units and one multi-purpose building.		Conversion of two dwelling units to management office pending. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Richard Allen Homes Phase III PA002133 PA002134	178 LHTC Rental Units	HOPE VI Revised Plan approved by HUD. Construction anticipated to be completed by October 30, 2003. Possible Community Center development and commercial rental space.	Disposition Application approved for Phase III Rental units. Potential disposition application may be submitted for the community center and open space.		Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	Includes 15-year tax credit and lease purchase homeownership components.
Raymond Rosen On-Site PA002010	356 Family.	Rehab completed on 308 existing townhouse units. Construction completed on 47 new infill units, along with management/community space renovations. Possible modification of up to 40 units to make them accessible for mobility impaired. Possible modification of community center for additional administrative services.				
Wilson Park PA002013	741 Family, Low-rise; Elderly, High rise	Rehab of 153 low-rise units. Management/community space renovations and expansion and center for enhanced senior support services.		High-rise designated for Elderly or Elderly and Disabled 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services offices and/or open space.	
Norris I Apartments PA002014	157 Family High Rise, 68 Family Low-Rise.	Under consideration as HOPE VI joined with neighboring Scattered Sites. LHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Harrison Plaza PA002015	300 Family High and Low Rise	Unit rehab, lobby renovations, low-rise unit renovations and 504 accessibility accommodations.				Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Cambridge I Plaza Phase II PA-002137	44 LIHTC Rental Units	Activities underway as Mixed Finance Development Project.			Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services office and/or open space.	
Cambridge Plaxe Phase II PA- 002129	40 LIHTC Rental Units	Activities underway as Mixed Finance Development Project.	Disposition Application and conveyance to RDA and/or PHA wholly owned subsidiary and/or private owner maybe required for Phase II.		Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services office and/or open space.	
Cambridge Plaza Phase III PA- 002016 New # pending closing	40 LIHTC Rental Units	Activities underway as Mixed Finance Development Project.	Disposition Application and conveyance to RDA and/or PHA wholly owned subsidiary and/or private owner maybe required for Phase II.		Possible conversion of units/parcels for residential unit reconfiguration and commercial economic development, management offices, community and supportive services office and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Lucien E. Blackwell Homes PA002017 PA002041	179 Family High Rise, 265 Family Low-Rise Units	Section 202 Site. HOPE VI project site. Secure mixed finance package for site work and construction of on-site and off-site homeownership and rental units. Construct and rehab 480 new units on-site and off-site. Development renamed Lucien E. Blackwell Homes	HOPE VI demolition grant awarded. High-rises demolished per Section 202. Low rises demolished per HOPE VI			Homeownership through conventional sale, lease purchase and Housing Choice vouchers.
Arch Homes PA002018	77 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Spring Garden Apartments PA002020	203 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Schuykill Falls PA002021	Up to 300 units proposed	Hope VI Site: Phase I, 135 rental units, including retail space. Phase 2A, 28 homeownership units, Phase 2B, homeownership units (potential market rate units) and rental, Phase 3, 30 market rate units.	Demolition is complete for Phase I. Potential disposition application for a portion of the site may be submitted.	50 units proposed for elderly designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership proposed for 135 Units, using essential elements of Nehemiah, Section 32 of USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Liddonfield Homes I PA002023	412 Family Low Rise	Potential site for revitalization through HOPE VI application, bond-financing, alternative site, and/or mixed-financing. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition application will be submitted for site approval. Potential disposition may be submitted in connection with LIHTC process.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership components will include lease purchase, conventional sale and Housing Choice vouchers.
Queen Lane I Apartments PA002024	120 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Hill Creek Apts I & II PA002029 PA002038	334 Family	34 unit rehab underway. Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing, finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Abbottsford Homes PA002030	688 Family Units	Rehab or new construction of balance of units (470). Possible site of additional redevelopment including commercial space.	Possible demolition of up to 470 units in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and commercial development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Bartram Village PA002031	492 Family Units	Exterior improvements.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Oxford Village PA002032	200 Family Units	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
Whitehall Apartments I PA002034	188 Family	Renovation of dwelling units. New construction of resident services center and swimming pool. Acquisition Plan may be submitted. 32 units scheduled for rehab. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Haddington Homes PA002035	150 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Martin Luther King Plaza PA002036	245 Units	Hope VI Site of 245 rental and commercial space, community center and park: Revitalization Plan Approved; Tax Credit Application approved. Develop and implement Acquisition Plan for scattered site parcels.	Potential disposition applications for portion of site to developer may be submitted.			109 Homeownership Units Under Consideration: HOPE VI Program using essential elements of Nehemiah, Section 32 of USHA of 1937.
Morton Homes PA002037	65 Units	Unit renovations and exterior improvements.		Forty-seven (47) units designated for the Elderly in 2003 Plan.		
Westpark Apartments PA002039	325 Family High-Rise Units	New management space, balcony repairs, heat risers, site improvements, lobby improvements, security, and landscaping plan. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Norris II Apartments PA002040	101 Family Units	Under consideration as HOPE VI in conjunction with neighboring Scattered Sites. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Champlot Homes PA002042	102 Family	Site improvements and community center renovation.				Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Queen Lane Homes II PA002043	19 Family					Homeownership proposal to be submitted for 19 units: Section 32 of the USHA of 1937.
Mantua Hall PA002045	152 Family High-Rise Units	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Haverford Homes PA002046	24 Family	Interior and exterior renovation			Possible conversion of units/parcels for residential unit reconfiguration.	
Morton Homes II PA002049	185 Family	Unit renovation and exterior improvements.			Two units converted for tenant council use. Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Blumberg Apartments PA002050	499 Units: High/Low Rise: Family & Elderly	Rehab 58 townhouses. Security system for high-rise buildings, and lobby renovation Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	94 Units Approved for Elderly Designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Whitman Park PA002051	Originally 120 Units, Total development slated for homeownership	Homeownership development; all units for sale.	87 Units Sold. Disposition application may be submitted for balance of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Tunkey III released for occupancy 1980-1982. Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Passyunk Homes PA002052	692 Family	Awarded HOPE VI Demolition Grant to demolish all 692 residential units. Non-dwelling units may be rehabilitated for new police station and motor pool. Possible development of site for other non-residential purposes. Property is undergoing environmental remediation.	HOPE VI Demo Application approved for 692 residential units. Non-dwelling units may be used to house PHA fleet. 294 units demolished in 1998. Possible disposition of portions of the property for redevelopment.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Courtyard Apartments at Riverview PA002053	470 Family			165 Units in rehabbed building to be designated as Elderly. 2003 Senior Housing Designation Plan		
Parkview Apartments PA002055A	20 Elderly Low Rises			20 Units Approved for Elderly Designation. 2003 Senior Housing Designation Plan		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Fairhill Apartments PA002055B	294 Family	Implementation of security system.			Reduced by 4 Unit Conversions. 30 efficiency units deprogrammed. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Lladdonfield Homes II PA002058	51 Elderly	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing. New addition to community building. LHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition/disposition for new developments.	Fifty-one (51) Designated for the Elderly in 2003 Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Paschall Homes PA002061	223 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition / disposition may be submitted for a portion of site.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization subject to Section 32 of the USHA of 1937 will include lease purchase conventional sale and
Point Breeze Court PA002062	71 Elderly Units	Interior and exterior renovations.		71 Units Approved for Elderly Only. 2003 Senior Housing Designation Plan		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Kattie B. Jackson PA002063	59 Elderly 9 Family	Extension requested HOPE I Grant approved.	Possible disposition application may be submitted for a portion of the site.	59 Units for Elderly Only Designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Conversion Feasibility Study of 9 units is underway using Section 32 of the USHA of 1937.
Whitehall Apartments II PA002064	60 Family	New construction of resident services center and swimming pool. Acquisition Plan may be submitted. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Collegeview Homes PA002065	54 Elderly	Major systems and unit upgrades.		54 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan		
Holmcrest Apartments PA002066	84 Elderly	Computer Lab		84 Units Approved for Elderly Designation Only.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Enlen Arms PA002076	156 Elderly High Rise	Installation of additional laundry facilities.		156 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan		
Bentley Hall PA002077	100 Elderly Units			99 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan		
Plymouth Hall PA002079	69 Elderly High Rise	Asbestos Abatement.		69 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan		
Germantown House PA002083	220 Elderly High Rise	Possible site revitalization thru mixed finance sources. Revitalization activities could include enhanced center for senior services. Low Income Housing Tax Credit Application submitted.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	219 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
West Park Plaza PA002093	66 Units	Interior and exterior renovations.			Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Brown Street Village PA002096	Originally 87 Units; total development slated for homeownership.	Homeownership development; all units for sale.	85 Units Sold. Common area to be conveyed to Homeowner's Association.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Turnkey III Released for Occupancy in 1980-1982. Homeowner's Association formed. Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Herbert Arlene Homes PA002104	32 Family		Possible disposition application to be submitted.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Gladys B. Jacobs PA002114	80 Elderly	Possible renovation for delivery of enhanced senior support services.	Possible disposition application to be submitted.	80 Units for Elderly 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Raymond Rosen Off-Site PA002126	152 Family	Building 152 new replacement units and community space.				

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Spring Garden Revitalization: Phase 1 PA002127	97 Family	Completed.				
Spring Garden Revitalization: Phase 2 PA002127	TBD	In planning phase for mixed-finance development	Probable disposition by ground lease to developer.			Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002004	1,869 Family	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002005	21 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with the settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002012	988 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and development, economic offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002025	41 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and development, economic offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002060	173 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and development, economic offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002067	412 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002069	958 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002078	14 Family Units	Possible development, rehabilitation of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002080	604 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002081	514 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002085	446 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002087	14 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002088	379 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002091	248 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002092	95 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with settlement reached in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	Possible demolition/disposition of non-viable units for neighborhood redevelopment activity.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Ludlow Area Scattered Sites PA002004 PA002005 PA002012 PA002069 PA002080 PA002081	83 Family	May integrate City's Neighborhood Transformation Initiative to demolish contiguous privately owned properties. May develop portion of Cambridge off-site replacement housing in Ludlow community. Under consideration as HOPE VI Project. Design and construction documents for on-site and off-site homeownership and rental units have been completed. Relocation of occupants of PHA properties is ongoing. Relocation of occupants of non-PHA properties may be completed with the assistance of RDA and Section 8 certificates.	HOPE VI Demolition Application approved November 2001 for \$511,000. May proceed with demolition of all units and/or in concert with the City's NTI or L&I departments to do simultaneous demolition of contiguous properties. Additional disposition applications may be submitted to HUD and conveyances to RDA and/or PHA wholly owned subsidiary and/or private owners.		Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
St Anthony's Senior Residence: ACC Only PA002133	38 Elderly Units			38 Elderly Units. 2003 Senior Housing Designation Plan		
Inglis House	TBD	May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project		Disabled Housing Designation being considered.		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
City-Wide	To be determined	Provision of ACC subsidy, capital funds or Section 8 vouchers	Dispo/Demo application to be submitted to HUD.	Possible Elderly or Disabled Housing Designation.		
Scattered Site Acquisition: City-Wide	To be determined	Acquisition Plan to be developed and implemented. Acquisition of properties using capital funds for purchase and unit rehabilitation. Provide ACC subsidy	Possible demolition in connection with the modernization and revitalization. Acquisition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Multi-Family Units for Replacement Housing Units	368 Family Units	Site-Based Waiting List. Using capital funds to acquire and develop these replacement housing units. Provide ACC subsidy.	Disposition and acquisition application may be required.	Possible Elderly Only designation.		
New Scattered Site/Infill Housing Development. PA002123	117 Family Units	New construction of family units throughout North Philadelphia.	Demo/Dispo applications completed.	May be requesting Disabled Only Designation.		Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
City Trust Scattered Site Homeownership Initiative	Up to 15 Units	May submit site-based waiting list; and a request for ACC assignment.	Possible disposition.			Up to 15 Homeownership units Revised 5(h)/Section 32 of USHA of 1937.
Neumann North	TBD	ACCs /Capital Funds to be used to develop the units		Possible Elderly Designation Senior Housing		
St. Ignatius	180 Units	May use ACCs and/or Capital Funds to develop these units. St. Ignatius, in connection with Mill Creek HOPE VI, will develop 180 assisted living units.		Elderly Designation. 2003 Senior Housing Designation Plan		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Suffolk Manor PA002132	137 Units proposed.	Acquisition and renovation. Low-income tax credits and historic tax credits awarded for acquisition.		77 Elderly Designated units 2003 Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Mt. Olivet PA002138	218 existing units. Planned reconfiguration and rehab for total unit count of 161 ACC units.	Acquisition / LIHTC application approved/awarded for site work and construction.			Possible residential units reconfiguration and conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	
Poplar to Oxford: Planning and Development Initiative	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Eastern North Philadelphia	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Eastern Germantown Infill	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Spring Garden Area Unit Conversion	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Empowerment Zone 2100 Block of American	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Grays Ferry Community	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Kingsessing Avenue Area	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
West Philadelphia North of Market Street	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Brewerytown	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Francisville	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed by PHA or alternative financing services by a CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
		* Approximately 374 Scattered Site Properties have been identified for demolition or disposition for Master Planning purposes.				

MOVING TO WORK PLAN
APPENDIX D

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104			
Development Number / Name Wide Activities	HA Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	TOTAL ESTIMATED COST
000 PHA-Wide	701100	Operating Subsidy	1406		\$500,000
		<u>Management Improvements</u>			
000 PHA-Wide	700787	Lobby Monitors: Program to enhance site security.	1408		1,613,807
000 PHA-Wide	700169	Police Officers Salaries and Benefits	1408		5,123,085
000 PHA-Wide	700368	Apprenticeship Program Field Training	1408		500,000
000 PHA-Wide	700176	Computer Software Acquisition, Customization, Installation and Program Implementation Training	1408		1,000,000
000 PHA-Wide	700182	Data Base Management Consultant	1408		75,000
000 PHA-Wide	700796	Staff Development: Provide training opportunities for PHA staff.	1408		75,000
		Total Management Improvement Cost			8,386,892
		<u>Administrative Costs</u>			
000 PHA-Wide	700183	Administrative Salaries and Benefits	1410		6,302,553
		Total Administrative Cost			6,302,553
		<u>Fees and Costs</u>			
000 PHA-Wide	700187	Master Planning	1430		2,000,000

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Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104					
Development Number / Name Wide Activities		HA Line Item #	General Description of Major Work Categories		Develop Acct No.	Quantity	TOTAL ESTIMATED COST
000	PHA-Wide	700185	A&E, Legal and Consultant Services		1430		2,000,000
000	PHA-Wide	700855	Environmental Issues: LBP Testing and Asbestos Monitoring		1430		500,000
000	PHA-Wide	700184	PHA Technical Salaries		1430		1,270,941
			Total Professional Services Costs and Fees				5,770,941
			Site Acquisition				
000	PHA-Wide	700165	Acquire properties below TDC		1440		100,000
			Total Site Acquisition Costs				100,000
			PHA- Wide Site Improvements				
000	PHA-Wide	700876	Install Back Flow Preventors		1450	Varies	65,000
000	PHA-Wide	701423	Repair / Replace Exterior Plumbing Lines		1450	12,500 lf	50,000
000	PHA-Wide	700877	Fire Code Compliance (Water Mains and Hydrant)		1450	Varies	70,000
000	PHA-Wide	700992	Landscaping including Tree Trimming/Tree Removal		1450	Varies	200,000
000	PHA-Wide	701099	Concrete and Pavement		1450	240,000 cy	900,000
000	PHA-Wide	701478	Fencing		1450	Varies	150,000
000	PHA-Wide	700174	504 Exterior Improvements, Ramps, Exterior Glides		1450	40 Units	200,000
000	PHA-Wide		Underground Storage Tank Removal & Inspections		1450	Varies	100,000

Capital Fund Program and Capital Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104			
Development Number / Name Wide Activities	HA Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	TOTAL ESTIMATED COST
000 PHA-Wide		PCB Removal & Disposal	1450	Varies	35,000
000 PHA-Wide	900630	Sparkle-Signage/Awnings	1450	Varies	55,000
000 PHA-Wide	900635	Sparkle-Lighting/Bollards	1450	Varies	75,000
000 PHA-Wide	900640	Sparkle-Tree Planting/ Grounds Improvements	1450	Varies	100,000
000 PHA-Wide		Sparkle-Senior Building Painting	1450	8 Bldgs	150,000
000 PHA-Wide	900660	Sparkle-Fencing/Vacant Lots	1450	Varies	50,000
		Total PHA-Wide Site Improvements			2,200,000
		Scattered Site Site Improvements			
004 Scattered Sites	700881	Comprehensive Site ImprovementsWork corresponds to items listed on the Physical Needs Assessment	1450	56 Units	415,883
005 Scattered Sites	701400	Comprehensive Site ImprovementsWork corresponds to items listed on the Physical Needs Assessment	1450	1 Unit	7,405
012 Scattered Sites	701401	Comprehensive Site ImprovementsWork corresponds to items listed on the Physical Needs Assessment	1450	21 Units	154,010
025 Scattered Sites	701494	Comprehensive Site ImprovementsWork corresponds to items listed on the Physical Needs Assessment	1450	1 Units	7,405
060 Scattered Sites	701409	Comprehensive Site ImprovementsWork corresponds to items listed on the Physical Needs Assessment	1450	2 Units	13,260
067 Scattered Sites	701410	Comprehensive Site ImprovementsWork corresponds to items listed on the Physical Needs Assessment	1450	1 Unit	7,405

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104				
Development Number / Name	HA Line Item #	General Description of Major Work Categories		Develop Acct No.	Quantity	TOTAL ESTIMATED COST
Wide Activities						
069	Scattered Sites	701411	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	25 Units	185,386
078	Scattered Sites	701413	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	1 Unit	7,405
080	Scattered Sites	701414	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	10 Units	73,560
081	Scattered Sites	701415	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	7 Units	52,572
085	Scattered Sites	701417	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	9 Units	63,330
087	Scattered Sites	701418	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	1 Unit	7,405
088	Scattered Sites	701419	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	9 Units	68,328
091	Scattered Sites	701420	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	5 Units	34,929
092	Scattered Sites	701421	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	6 Units	41,180
			Total Scattered Site Improvements		155 Units	1,139,463
			Development Specific Site Improvements			
000	Scattered Sites		Upgrade Fire/Alarm Systems to Code - All PA#s	1450	30 Units	95,000
015	Harrison Plaza		Repair/Replace Exterior Plumbing Lines - Low Rise Units	1450	94 Low Rise Units	450,000

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104			
Development Number / Name Wide Activities	HA Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	TOTAL ESTIMATED COST
015 Harrison Plaza		Upgrade Fire/Alarm Systems to Code - Hi-Rise Bldg	1450	1 Hi-Rise Bldg	200,000
020 Spring Garden		Upgrade Fire/Alarm Systems to Code - Entire Site	1450	Site Wide	198,000
061 Paschall		Soil and Erosion Control and Storm Drainage Improvements	1450	Site Wide	0
		Total Site Specific Site Improvements			943,000
		PHA Wide Dwelling Structures			
000 PHA-Wide	700179	Environmental Hazard Abatement	1460	Varies	400,000
000 PHA-Wide		Mold Remediation	1460	Varies	150,000
000 PHA-Wide	701433	Repair Exterior Wall Surfaces including Stucco, Brick, Brick Pointing and Caulking	1460	11,000 sf	200,000
000 PHA-Wide	700978	Window Replacement	1460	Various Sites	200,000
000 PHA-Wide	701434	Roof Repair/Replacement	1460	250 Units	300,000
000 PHA-Wide	701431	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	60 Units	600,000
000 PHA-Wide	701098	504 Unit Modification/Fair Housing	1460	20 Units	200,000
000 PHA-Wide	701081	Flooring - Conventional Sites	1460	20,000 sf	100,000
000 PHA-Wide	700878	Plumbing Upgrades	1460	35 Units	100,000
000 PHA-Wide	700875	Electrical Upgrades/Distribution	1460	250 Units	200,000

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104			
Development Number / Name Wide Activities	HA Line Item #	General Description of Major Work Category	Develop Acct No.	Quantity	TOTAL ESTIMATED COST
000	PHA-Wide	700874 Combustion Upgrades	1460	125 Units	500,000
000	PHA-Wide	701095 Heating, Ventilation and Air Conditioners (HVAC) Upgrades	1460	50 Units	150,000
000	PHA-Wide	701165 Elevator Upgrades	1460	1-2 Elevators	50,000
000	PHA-Wide	701089 Repair/Replace Metal Handrails and Railings	1460	225 Units	100,000
000	PHA-Wide	701090 Fire Safety Code Compliance	1460	Varies	200,000
000	PHA-Wide	701206 Security to Support Modernization Sites/Unit Turnover	1460	Varies	100,000
		Total PHA-Wide Dwelling Unit Improvements			
		Scattered Site Dwelling Unit Renovation			
004	Scattered Sites	700453 Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	110 Units	5,701,638
005	Scattered Sites	700454 Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	5 Units	244,490
012	Scattered Sites	700455 Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	28 Units	1,425,755
025	Scattered Sites	700456 Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	4 Units	214,410
060	Scattered Sites	700457 Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	2 Units	81,924
067	Scattered Sites	700458 Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3 Units	141,759

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104				
Development Number / Name Wide Activities	HA	Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	TOTAL ESTIMATED COST
069 Scattered Sites		700459	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	36 Units	1,860,099
078 Scattered Sites		700462	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1 Unit	51,729
080 Scattered Sites		700460	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	30 Units	1,546,555
081 Scattered Sites		700461	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	10 Units	522,911
085 Scattered Sites		700463	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	8 Units	392,681
087 Scattered Sites		700464	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	1 Unit	51,729
088 Scattered Sites		700465	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	9 Units	450,507
091 Scattered Sites		700466	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	4 Units	180,822
092 Scattered Sites		700467	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3 Units	138,704
			Scattered Site Unit Renovation Total		254 Units	13,005,713
			Conventional Site Dwelling Unit Renovation			
015 Harrison			Occupied Unit Rehab - Phase III of IV	1460	33 Units	0
020 Spring Garden			Plumbing Upgrade - Interior - Phase I of II	1460	Site	0

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104			
Development Number / Name Wide Activities	HA Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	TOTAL ESTIMATED COST
029 Hill Creek		Comprehensive Unit Modernization	1460	30 Units	0
031 Bartram		Window Replacement - Phase I of III	1460	Site	0
032 Oxford		Kitchen/Bathroom Upgrades - Phase I of 13 - 200 units	1460	16 Units	0
034 Whitehall		Comprehensive Unit Modernization	1460	62 Units	0
039 Westpark Apts		Replace Three (3) Elevators	1460	3 Elevators	0
038 Westpark Apts		Repair Balcony Enclosures	1460	Site	0
049 Morton		Kitchen/Bathroom Upgrades - Phase I of 15 - 250 units	1460	16 Units	0
061 Paschall		Plumbing Upgrade	1460	Site	0
052 Passyunk		Construction of new Administrative facility	1460	Site	7,238,782
061 Paschall		Kitchen/Bathroom Upgrades - Phase I of 13 - 223 units	1460	16 Units	0
065 Collegeview		Heating System Repair/Upgrade - Phases II and III of III	1460	Site	200,000
083 Germantown House		Comprehensive Renovation	1460	Site	0
93 Westpark Plaza		Kitchen/Bathroom Upgrades - Phase I of 4 - 50 units	1460	16 Units	0
	Neuman - North	Comprehensive Renovation	1460	Site	500,000

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority		Grant Type and Number Capital Fund Program Grant No: PA26P00250104			
Development Number / Name Wide Activities	HA Line Item #	General Description of Major Work Categories	Develop Acct No.	Quantity	TOTAL ESTIMATED COST
ADAPT		Comprehensive Unit Modernization - Handicapped Accessible Units	1460	27 accessible 27 non-accessible	500,000
		Total Site Specific Dwelling Unit Work Items			8,438,782
		Non-Dwelling Structures			
000	PHA-Wide	Modernization of Non-Dwelling Space	1470		200,000
000	PHA Wide - 2012 Chestnut Street	Upgrade/Redesign of Computer Room	1470		700,000
003	Allen	Replace Existing Maintenance Shop	1470		0
013	Wilson Park	Renovation of Family Center	1470		0
013	Wilson Park	Renovation of Senior Center	1470		0
		Total Non-Dwelling Structures			900,000
		Non-Dwelling Equipment			
014	Norris	Install new entry doors, building security magnetic entry card system, security cameras and related security modifications	1475	1 Bldg	300,000
024	Queen Lane	Install building security magnetic entry card system and security cameras and related security modifications	1475	1 Bldg	300,000
045	Mantua Hall	Install new entry doors, building security magnetic entry card system, security cameras and related security modifications	1475	1 Bldg	300,000
055	Fairhill	Install building security magnetic entry card system and security cameras and related security modifications	1475	1 Bldg	300,000

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: Philadelphia Housing Authority			Grant Type and Number Capital Fund Program Grant No: PA26P00250104					
Development Number / Name		HA	Line Item #	General Description of Major Work Categories		Develop Acct No.	Quantity	TOTAL ESTIMATED COST
Wide Activities								
000	PHA-Wide		700035	Equipment for Security Upgrades		1475	5 Bldgs	200,000
000	PHA-Wide		700614	Telephone Infrastructure Upgrades		1475	10 Sites	440,000
000	PHA-Wide		700180	Computer Infrastructure Upgrades, Computer Lab Support, PHA Office and ISM Support Services		1475	Varies	565,000
000	PHA-Wide		700798	Community Space Furniture and Equipment		1475	Varies	50,000
000	PHA-Wide		701204	Administrative and Field Office Furniture and Equipment		1475	Varies	50,000
000	PHA-Wide		701203	Maintenance Equipment		1475	Varies	100,000
				Total Non-Dwelling Equipment				2,605,000
000	PHA-Wide		700882	Demolition Costs to remove hazardous and/or collapsed buildings in response to City Inspectors		1485	8-11 Units	300,000
000	PHA-Wide		700854	Relocation		1495	Varies	200,000
000	PHA-Wide		701498	Bond Debt Service		1501		11,991,903
000	PHA-Wide		700797	Contingency		1502		1,000,000
				GRAND TOTAL				67,334,247

MOVING TO WORK PLAN
APPENDIX E

APPENDIX E

HOPE VI and Mixed-Finance Approach

PHA has been aggressive and successful in using the HUD HOPE VI (four Revitalization Grants to date) and Mixed-Finance Program as a development and financing methodology, to redevelop through modernization and primarily new construction of its aging and severely distressed housing units.

Using these programs, PHA has either completed or has under development ten conventional sites: (1) Tasker Homes, (2) Blumberg final phase, (3) Wilson Park final phase, (4) Courtyard Apartments at Riverview (formerly known as Southwark), (5) Lucien E. Blackwell Homes (formerly known as Mill Creek), (6) Cambridge Plaza, (7) Eight Diamonds (formerly Raymond Rosen Off-Site), (8) Richard Allen Homes, (9) Schuylkill Falls, and (10) Martin Luther King, Jr. Plaza. Under the mixed-finance strategy, PHA rehabilitated an eleventh site, which is comprised of more than 97 scattered site units in the Spring Garden Neighborhood of Philadelphia. PHA plans to continue to use these financing methodologies in its next fiscal year for at least one additional conventional development and one Scattered Sites Area.

PHA applies for HOPE VI revitalization grants, 9% tax credits and/or Tax Exempt Volume Cap Bonds that are accompanied with 4% tax credits. The projects referenced above, represent over \$650,000,000 in development activities.

PHA will continue to need capital funds to aggressively leverage other sources of funding as described above. Although the units described above that are under development are considered to be replacement housing units, this development activity results in a net reduction of units at each of these sites, because the density of the new housing is much lower than that of the original conventional site. Therefore, PHA implemented a Replacement Housing Policy to replace the net loss of units at these sites and other units lost in previous years under Section 202.

Replacement Housing

PHA incurred a net reduction of over 4,000 public housing units since 1996 as a result of mandatory closure of units under Section 202 and the replacement of its oldest and densest sites with less dense new housing as part of HOPE VI and mixed finance developments. As a result, PHA suffers from a significant shortage of public housing units and adopted a Replacement Housing Policy to facilitate and expedite the provision of additional units to meet this need. The Policy emphasizes the placement of the replacement units in non-impacted areas in order to offer real housing choice.

Four methods to provide replacement housing units are included under the plan:

1. Acquisition of existing units, including single-family (i.e., one to four family) scattered sites and multi-family buildings from both the general market and from FHA, FNMA, FHLMC, and other private and governmental institutional lenders. Examples of this method are Suffolk Manor and Mt. Olivet, described below.
2. Provision of public housing units in affordable housing projects developed and owned by third parties and managed by Alternative Management Entities by adding units through an amendment to PHA's Annual Contributions Contract. An example of this method is the recently completed and occupied St. Anthony's.
3. Provision by PHA of capital funds and ACC subsidy to affordable housing projects developed and owned by third parties and managed by Alternative Management Entities. An example of this method is Raymond Rosen Off-site recently completed.

4. Neighborhood redevelopment projects undertaken by PHA, utilizing scattered sites already owned by PHA and other acquired properties. An example of this method is the 117 Scattered Site Unit Development, which is currently under construction.

PHA has presently completed or is in the process of developing eight (8) replacement housing developments (as opposed to revitalizing existing developments): St. Anthony's, Raymond Rosen, 117 Scattered Site units, Suffolk Manor, Mt. Olivet. Seven (7) of these developments have a significant investment of PHA development capital or replacement housing funds, expending capital funds in FY 2002 and in FY 2003. St. Anthony's has an investment of ACC subsidy only.

In addition, PHA negotiated with HUD for the purchase of Mt. Olivet Village in FY 2002, a Section 202 elderly development that was foreclosed upon by HUD. This went into construction in the spring of 2003. This project will represent an addition of 161 replacement housing units. All of the above referenced replacement housing developments use the mixed finance method with the exception of the 117 Scattered Site Unit Development. The 117 newly constructed scattered site units are currently being built at four locations in the city using only PHA's capital and development funds.

PHA is acquiring over 336 parcels through the Redevelopment Authority's condemnation process for the development of more than 240 scattered site replacement units in the Mill Creek Neighborhood.

The two most recent replacement housing developments referenced above, Suffolk Manor and Mt. Olivet, are described below.

Suffolk Manor. This Historically certified building rehabilitation project would preserve 137 affordable units in the Logan/Olney neighborhood of Philadelphia. It will require approximately \$24 million in total development costs. The project is currently under construction and PHA's affiliated subsidiary is serving as the developer. Approximately \$14 million of the total project costs is being funded through low-income housing and historic tax credits. A portion of the MTW Funds contributed to the project is being used to provide a short-term loan to cover construction costs until the projected equity is received. When this loan is repaid, currently projected for FY 2004, the funds will be reinvested in future unit preservation and development projects.

Mt. Olivet Village. This is PHA's latest acquisition project. This project is located in West Philadelphia, just to the west of the University City neighborhood and two blocks east of PHA's Lucien E. Blackwell Homes HOPE VI development. It was built in 1967 as a HUD Section 202 elderly housing. Prior to acquisition it was owned by an affiliate of the Mt. Olivet Tabernacle Baptist Church. Through the years many of the church's senior citizens have stayed at the complex. Its unique construction facilitates the village concept. The apartments are garden style arranged around four courtyards, with exterior doors facing common walkways, to encourage interaction among neighbors. There is also an on-site community building that offers programming for both adult and pre-school day care facilities and congregate meals for the elderly from the development and the surrounding communities. Presently there are 42 two-story buildings. The plans for renovation call for the conversion of 122 efficiency units and storage space into 63 one-bedroom units and 2 additional 2 bedroom units, thereby reducing the total unit count from 218 to 161.

Replacement Housing Factor Plan (RHF Plan). In response to HUD's Notice PIH 2003-10, PHA submitted a RHF Plan. While PHA is subject to the RHF leveraging requirements for years 6-10 (which it easily meets) and obligation and expenditure requirements, the RHF planning requirements are met by PHA's MTW Plan and Report. In that regard, PHA should be treated similarly to HUD's treatment of the Chicago Housing Authority, as confirmed by letter to its Executive Director of August 8, 2003. Accordingly, PHA will include future replacement housing proposals and associated development schedules in its MTW Annual Plans, rather than submitting separate RHF Plans.

The chart below is a complete list of the present or proposed PHA HOPE VI and Mixed-Finance sites that PHA has been working on in FY 2004. The sites are in different stages of development: Master Planning, Pre-development, or Construction. More detailed information for each development in the chart can be found in the Asset Management Table, Appendix D.

Projects on the chart below list PHA's current mixed-finance and HOPE VI activities.

REVITALIZATION ACTIVITIES	TOTAL DEVELOPMENT COST	COMPLETION DATE
Lucien E. Blackwell Homes	\$146,000,000	December-06
Cambridge Plaza Phase I	\$10,090,000	December-03
Cambridge Plaza Phase II	\$12,000,000	December-04
Cambridge Plaza Phase III	\$11,500,000	December-06
Richard Allen (Phase III)	\$44,000,000	December-03
Schuylkill Falls	\$74,600,000	December-05
Eight Diamonds	\$27,034,000	June -03
Martin Luther King Plaza	\$77,766,000	January-05
Spring Garden Scattered Sites	\$14,665,000	June-03
Suffolk Manor	\$24,345,000	December-03
Mt. Olivet	\$17,385,000	December-04
Tasker ¹	\$165,000,000	December-06
Wilson Park1 (final phase)	\$22,000,000	April-04
Blumberg ¹	\$9,000,000	December-03
Germantown House	\$20,000,000	December-06
Neumann North ¹	\$969,965	December-05
Subtotal	\$676,354,965	
HOPE VI DEMOLITION ONLY		
Ludlow Scattered Sites	\$511,000	December-03
Passyunk	\$3,702,000	December-03
Subtotal	\$4,213,000	
Grand Total	\$680,567,965	

¹ Tasker Homes, Wilson Park, Blumberg and west Park Apartments will be completed with Capital Program Revenue Bonds, whose debt service will be paid from future capital funds. Tasker Homes, which is also included in **Table 7-1**, is included in this table because PHA received Tax Exempt Volume Cap Bonds with 4% tax credits for the first phase of construction and expects to receive the same for the remaining construction phases. Securing an allocation for Volume Cap Bonds and credits reduces the amount of Capital Program Revenue Bond proceeds needed for Tasker Homes Development and PHA has reallocated those bond proceeds to the redevelopment of other PHA projects.

MOVING TO WORK PLAN
APPENDIX F

APPENDIX F: VACANCY RATES

SITE NUMBER / NAME	VACANCIES AS OF 09/30/2003			
	Available Units	Vacant Units	Actual Rate %	Adjusted Rate %
North Central -				
001 Johnson Homes - vac. red.	532	49	9.21%	9.21%
010 Raymond Rosen Manor - mod	307	6	1.95%	1.95%
117 Raymond Rosen Manor - mod	46	4	8.70%	4.35%
119 Raymond Rosen Manor - New	198	9	4.55%	4.55%
050 Norman Blumberg Apts - comp mod	501	96	19.16%	7.58%
Total	1,584	164	10.35%	6.57%
North Area				
003 Richard Allen Homes - H6/202	0	0	-	-
003 Richard Allen Homes - reconfig.	150	2	1.33%	1.33%
014 Norris Homes	324	77	23.77%	23.77%
015 Harrison Plaza - comp mod	299	29	9.70%	9.70%
020 Spring Garden - vac. red.	202	18	8.91%	6.93%
055B Fairhill Apts	264	13	4.92%	4.92%
077 Bentley	99	21	21.21%	21.21%
114 Gladys B. Jacobs	80	5	6.25%	6.25%
Total	1,418	165	11.64%	11.35%
Germantown				
024 Queen Lane	138	15	10.87%	10.79%
042 Champlost - mod	102	5	4.90%	4.90%
049 Morton Homes	248	28	11.29%	11.29%
076 Emlen Arms	156	5	3.21%	3.21%
083 Germantown	219	77	35.16%	0.46%
079 Plymouth Hall	69	16	23.19%	23.19%
Total	932	146	15.67%	7.51%
Northeast Area				
023 Liddonfield - vac. red.	461	133	28.85%	28.42%
029 Hill Creek - comp mod	334	96	28.74%	12.28%
032 Oxford Village - vac. red.	200	26	13.00%	8.50%
034 Whitehall Apts - comp mod	249	144	57.83%	14.46%
041 Mill Creek Apartments	0			
066 Holmecrest	84	8	9.52%	9.52%
Total	1,328	407	30.65%	17.55%
South Area				
002 Tasker Homes	584	413	70.72%	0.34%
013 Wilson Park - Elderly	279	13	4.66%	4.66%
113 Wilson Park - Multi-family (Mod.)	448	162	36.16%	2.01%
031 Bartram Village	493	35	7.10%	6.29%
061 Paschall Apts - vac. red.	221	46	20.81%	20.81%
062 Point Breeze Court	71	6	8.45%	8.45%
Total	2,096	675	32.20%	5.10%
West Area				
018 Arch Homes	73	12	16.44%	16.44%
035 Haddington Homes	148	15	10.14%	9.46%
039 Westpark Apts	327	30	9.17%	8.56%
045 Mantua Hall - vac. red.	152	46	30.26%	30.26%
046 Haverford	24	0	0.00%	0.00%
063 Katie B. Jackson(9 Units to S.S.)	59	9	15.25%	15.25%
093 Westpark Plaza	65	2	3.08%	3.08%
138 Mt. Olivet	218	136	62.39%	2.75%
Total	1,066	250	23.45%	10.98%
TOTAL CONVENTIONAL	8,424	1,807	21.45%	9.40%

APPENDIX F: VACANCY RATES

SITE NUMBER / NAME	VACANCIES AS OF 09/30/2003			
	Available Units	Vacant Units	Actual Rate %	Adjusted Rate %
Scattered Sites				
901 Haddington/Overbrook	471	28	5.94%	1.27%
063 Katie B. Jackson(9 Units from Conv.)	9	0	0.00%	0.00%
902 Mantua	535	112	20.93%	11.03%
903 Kingsessing	588	49	8.33%	3.91%
904 Germantown/Hunting Park	476	79	16.60%	7.98%
905 Fairhill Square	599	136	22.70%	4.17%
030 Abbottsford Homes - mod	642	308	47.98%	10.44%
Total	3,320	712	21.45%	6.57%
Scattered Sites				
906 Francisville	635	213	33.54%	14.02%
907 Ludlow	542	155	28.60%	5.35%
908 Susquehanna	627	180	28.71%	14.04%
909 Strawberry Mansion	726	285	39.26%	16.67%
910 Oxford/Jefferson	581	223	38.38%	12.22%
055A Parkview Apartments	20	2	10.00%	10.00%
065 Collegeview	54	2	3.70%	3.70%
100 C.B. Moore Homes	30	1	3.33%	3.33%
104 Arlene Homes	32	2	6.25%	6.25%
Total	3,247	1,063	32.74%	12.47%
TOTAL SCATTERED SITES	6,567	1,775	27.03%	9.49%
TOTAL PHA				
	14,991	3,582	23.89%	9.44%
Alternative Management Entities - PHA				
132 Suffolk Manor	0	0		
133 Richard Allen Homes - Phase III	71	1	1.41%	1.41%
134 Richard Allen Homes - Phase III	8	0	0.00%	0.00%
137 Cambridge Plaza	0	0		
Total	79	1	1.27%	1.27%
Alternative Management Entities				
053 Courtyard Apts. @ Riverview	470	9	1.91%	1.91%
126 8 Diamonds	152	0	0.00%	0.00%
127 Spring Garden Scattered Sites	86	0	0.00%	0.00%
131 St. Anthony's Senior Residence	38	0	0.00%	0.00%
128 Martin Luther King-Phase I	49	0	0.00%	0.00%
Total	795	9	1.13%	1.13%
Combined AME Total	874	10	1.14%	1.14%
GRAND TOTAL PHA & AME				
	15,865	3,592	22.64%	8.98%

MOVING TO WORK PLAN
APPENDIX G

APPENDIX G: UNCOLLECTED RENTS

SITE NUMBER / NAME	RENTS AS OF 09/30/2003		
	Rents Billed	Rents Uncollected	% Uncollected
North Central -			
001 Johnson Homes - vac. red.	98,206.82	5,252.86	5.35%
010 Raymond Rosen Manor - mod	112,363.00	18,922.38	16.84%
117 Raymond Rosen Manor - mod	8,513.00	1,831.73	21.52%
119 Raymond Rosen Manor - New	<i>included in Project 010</i>		
050 Norman Blumberg Apts - comp mod	71,834.54	6,132.99	8.54%
Total	290,917.36	32,139.96	11.05%
North Area			
003 Richard Allen Homes - H6/202	-	-	-
003 Richard Allen Homes - reconfig.	46,733.00	2,607.09	5.58%
014 Norris Homes	47,603.53	9,457.73	19.87%
015 Harrison Plaza - comp mod	61,998.00	9,352.66	15.09%
020 Spring Garden - vac. red.	40,921.34	1,139.28	2.78%
055B Fairhill Apts	48,066.50	6,735.47	14.01%
077 Bentley	14,671.00	1,976.47	13.47%
114 Gladys B. Jacobs	15,984.00	256.00	1.60%
Total	275,977.37	31,524.70	11.42%
Germantown			
024 Queen Lane	23,723.00	1,665.86	7.02%
042 Champlost - mod	26,100.00	3,343.70	12.81%
049 Morton Homes	55,169.00	2,314.83	4.20%
076 Emlen Arms	32,171.47	89.47	0.28%
083 Germantown	27,677.00	0.00	0.00%
079 Plymouth Hall	9,893.67	59.67	0.60%
Total	174,734.14	7,473.53	4.28%
Northeast Area			
023 Liddonfield - vac. red.	65,070.00	6,022.03	9.25%
029 Hill Creek - comp mod	51,507.27	6,300.43	12.23%
032 Oxford Village - vac. red.	40,378.00	1,875.93	4.65%
034 Whitehall Apts - comp mod	22,213.00	2,002.58	9.02%
041 Mill Creek Apartments	-	-	-
066 Holmecrest	15,823.00	0.00	0.00%
Total	194,991.27	16,200.97	8.31%
South Area			
002 Tasker Homes	38,208.00	11,079.15	29.00%
013 Wilson Park - Elderly	50,308.00	1,904.76	3.79%
113 Wilson Park - Multi-family (Mod.)	66,680.00	17,195.34	25.79%
031 Bartram Village	80,817.70	14,276.64	17.67%
061 Paschall Apts - vac. red.	33,028.10	5,257.91	15.92%
062 Point Breeze Court	11,504.53	217.04	1.89%
Total	280,546.33	49,930.84	17.80%
West Area			
018 Arch Homes	13,104.00	1,396.05	10.65%
035 Haddington Homes	28,614.00	3,420.00	11.95%
039 Westpark Apts	49,740.83	6,724.54	13.52%
045 Mantua Hall - vac. red.	17,522.97	2,659.81	15.18%
046 Haverford	5,256.00	0.00	0.00%
063 Katie B. Jackson(9 Units to S.S.)	9,536.00	281.08	2.95%
093 Westpark Plaza	12,731.00	921.73	7.24%
138 Mt. Olivet	17,955.00	429.40	2.39%
Total	154,459.80	15,832.61	10.25%
TOTAL CONVENTIONAL	1,371,626.27	153,102.61	11.16%

APPENDIX G: UNCOLLECTED RENTS

SITE NUMBER / NAME	RENTS AS OF 09/30/2003		
	Rents Billed	Rents Uncollected	% Uncollected
Scattered Sites			
901 Haddington/Overbrook	58,034.00	1,959.19	3.38%
063 Katie B. Jackson(9 Units from Conv.)	-	-	-
902 Mantua	45,824.00	4,608.19	10.06%
903 Kingsessing	57,424.00	830.84	1.45%
904 Germantown/Hunting Park	49,847.00	52.32	0.10%
905 Fairhill Square	40,130.67	536.57	1.34%
030 Abbottsford Homes - mod	77,217.00	8,615.33	11.16%
Total	328,476.67	16,602.44	5.05%
Scattered Sites			
906 Francisville	40,621.00	812.20	2.00%
907 Ludlow	43,611.00	1,251.50	2.87%
908 Susquehanna	50,104.00	1,587.85	3.17%
909 Strawberry Mansion	39,376.00	1,491.92	3.79%
910 Oxford/Jefferson	36,053.00	2,957.03	8.20%
055A Parkview Apartments	3,530.00	162.98	4.62%
065 Collegeview	9,487.00	0.00	0.00%
100 C.B. Moore Homes	5,420.00	272.00	5.02%
104 Arlene Homes	6,760.00	25.00	0.37%
Total	234,962.00	8,560.48	3.64%
TOTAL SCATTERED SITES	563,438.67	25,162.92	4.47%
TOTAL PHA	1,935,064.94	178,265.53	9.21%
Alternative Management Entities - PHA			
132 Suffolk Manor	-	-	-
133 Richard Allen Homes - Phase III	12,357.16	0.00	0.00%
134 Richard Allen Homes - Phase III	-	-	-
137 Cambridge Plaza	-	-	-
Total	12,357.16	0.00	0.00%
Alternative Management Entities			
053 Courtyard Apts. @ Riverview	72,173.00	28,806.90	39.91%
126 8 Diamonds	33,232.50	445.00	1.34%
127 Spring Garden Scattered Sites	14,319.00	144.00	1.01%
131 St. Anthony's Senior Residence	4,538.00	0.00	0.00%
128 Martin Luther King-Phase I	9,001.00	0.00	0.00%
Total	133,263.50	29,395.90	22.06%
Combined AME Total	145,620.66	29,395.90	20.19%
GRAND TOTAL PHA & AME	2,080,685.60	207,661.43	9.98%

MOVING TO WORK PLAN
APPENDIX H

APPENDIX H: WORK ORDER RESPONSE RATE

SITE NUMBER / NAME	WORK ORDERS AS OF 09/30/2003	
	<u>Emergency</u>	<u>Routine</u>
	% Completed Under 24 Hours	Average Days to Complete
North Central -		
001 Johnson Homes - vac. red.	100%	6
010 Raymond Rosen Manor - mod	100%	17
117 Raymond Rosen Manor - mod	100%	11
119 Raymond Rosen Manor - New	100%	17
050 Norman Blumberg Apts - comp mod	100%	11
Total	100%	12
North Area		
003 Richard Allen Homes - H6/202		
003 Richard Allen Homes - reconfig.	100%	7
014 Norris Homes	100%	15
015 Harrison Plaza - comp mod	100%	31
020 Spring Garden - vac. red.	100%	14
055B Fairhill Apts	100%	11
077 Bentley	100%	18
114 Gladys B. Jacobs	100%	9
Total	100%	13
Germantown		
024 Queen Lane	100%	7
042 Champlost - mod	100%	5
049 Morton Homes	100%	9
076 Emlen Arms	100%	1
083 Germantown	100%	13
079 Plymouth Hall	100%	3
Total	100%	6
Northeast Area		
023 Liddonfield - vac. red.	100%	9
029 Hill Creek - comp mod	100%	4
032 Oxford Village - vac. red.	100%	0
034 Whitehall Apts - comp mod	100%	3
041 Mill Creek Apartments	100%	
066 Holmecrest	100%	5
Total	100%	4
South Area		
002 Tasker Homes	100%	4
013 Wilson Park - Elderly	100%	3
113 Wilson Park - Multi-family (Mod.)	100%	5
031 Bartram Village	100%	5
061 Paschall Apts - vac. red.	100%	18
062 Point Breeze Court	100%	1
Total	100%	6
West Area		
018 Arch Homes	100%	50
035 Haddington Homes	100%	37
039 Westpark Apts	100%	13
045 Mantua Hall - vac. red.	100%	23
046 Haverford	100%	43
063 Katie B. Jackson(9 Units to S.S.)	100%	15
093 Westpark Plaza	100%	11
138 Mt. Olivet	100%	6
Total	100%	25
TOTAL CONVENTIONAL	100%	11

APPENDIX H: WORK ORDER RESPONSE RATE

SITE NUMBER / NAME	WORK ORDERS AS OF 09/30/2003	
	Emergency	Routine
	% Completed Under 24 Hours	Average Days to Complete
Scattered Sites		
901 Haddington/Overbrook	100%	12
063 Katie B. Jackson(9 Units from Conv.)	100%	15
902 Mantua	100%	16
903 Kingsessing	100%	9
904 Germantown/Hunting Park	100%	25
905 Fairhill Square	100%	23
030 Abbottsford Homes - mod	100%	7
Total	100%	18
Scattered Sites		
906 Francisville	100%	21
907 Ludlow	100%	5
908 Susquehanna	100%	6
909 Strawberry Mansion	98%	18
910 Oxford/Jefferson	100%	19
055A Parkview Apartments	100%	16
065 Collegeview	100%	14
100 C.B. Moore Homes	100%	8
104 Arlene Homes	100%	22
Total	100%	14
TOTAL SCATTERED SITES	100%	16
TOTAL PHA	100%	14
Alternative Management Entities - PHA		
132 Suffolk Manor	100%	-
133 Richard Allen Homes - Phase III	100%	8
134 Richard Allen Homes - Phase III	100%	5
137 Cambridge Plaza	100%	-
Total	100%	7
Alternative Management Entities		
053 Courtyard Apts. @ Riverview	100%	4
126 8 Diamonds	100%	1
127 Spring Garden Scattered Sites	100%	1
131 St. Anthony's Senior Residence	100%	0
128 Martin Luther King-Phase I	100%	2
Total	100%	8
Combined AME Total	100%	7
GRAND TOTAL PHA & AME	100%	10

MOVING TO WORK PLAN
APPENDIX I

APPENDIX I: ANNUAL INSPECTIONS

SITE NUMBER / NAME	INSPECTIONS AS OF 09/30/2003	
	UPCS	UPCS
	Goal = 60%	Completed
North Central -		
001 Johnson Homes - vac. red.	100%	100%
010 Raymond Rosen Manor - mod	100%	100%
117 Raymond Rosen Manor - mod	100%	100%
119 Raymond Rosen Manor - New	100%	100%
050 Norman Blumberg Apts - comp mod	100%	100%
Total	100%	100%
North Area		
003 Richard Allen Homes - H6/202	-	-
003 Richard Allen Homes - reconfig.	100%	100%
014 Norris Homes	100%	100%
015 Harrison Plaza - comp mod	100%	100%
020 Spring Garden - vac. red.	100%	100%
055B Fairhill Apts	100%	100%
077 Bentley	100%	100%
114 Gladys B. Jacobs	100%	100%
Total	100%	100%
Germantown		
024 Queen Lane	100%	100%
042 Champlost - mod	100%	100%
049 Morton Homes	100%	100%
076 Emlen Arms	100%	100%
083 Germantown	100%	100%
079 Plymouth Hall	100%	100%
Total	100%	100%
Northeast Area		
023 Liddonfield - vac. red.		
029 Hill Creek - comp mod	100%	100%
032 Oxford Village - vac. red.	100%	100%
034 Whitehall Apts - comp mod	100%	100%
041 Mill Creek Apartments	100%	100%
066 Holmecrest	100%	100%
Total	100%	100%
South Area		
002 Tasker Homes	100%	10%
013 Wilson Park - Elderly	100%	100%
113 Wilson Park - Multi-family (Mod.)	100%	100%
031 Bartram Village	100%	100%
061 Paschall Apts - vac. red.	100%	100%
062 Point Breeze Court	100%	100%
Total	100%	88%
West Area		
018 Arch Homes	100%	100%
035 Haddington Homes	100%	100%
039 Westpark Apts	100%	100%
045 Mantua Hall - vac. red.	100%	100%
046 Haverford	100%	100%
063 Katie B. Jackson(9 Units to S.S.)	100%	100%
093 Westpark Plaza	100%	100%
138 Mt. Olivet	100%	100%
Total	100%	100%
TOTAL CONVENTIONAL	100%	98%

APPENDIX I: ANNUAL INSPECTIONS

SITE NUMBER / NAME	INSPECTIONS AS OF 09/30/2003	
	UPCS	UPCS
	Goal = 60%	Completed
Scattered Sites		
901 Haddington/Overbrook	100%	100%
063 Katie B. Jackson(9 Units from Conv.)	100%	100%
902 Mantua	100%	100%
903 Kingsessing	100%	100%
904 Germantown/Hunting Park	100%	100%
905 Fairhill Square	100%	100%
030 Abbottsford Homes - mod	100%	100%
Total	100%	100%
Scattered Sites		
906 Francisville	100%	100%
907 Ludlow	100%	100%
908 Susquehanna	100%	100%
909 Strawberry Mansion	100%	100%
910 Oxford/Jefferson	100%	100%
055A Parkview Apartments	100%	100%
065 Collegeview	100%	100%
100 C.B. Moore Homes	100%	100%
104 Arlene Homes	100%	100%
Total	100%	100%
TOTAL SCATTERED SITES	100%	100%
TOTAL PHA		
	100%	99%
Alternative Management Entities - PHA		
132 Suffolk Manor		
133 Richard Allen Homes - Phase III	100%	100%
134 Richard Allen Homes - Phase III	100%	100%
137 Cambridge Plaza		
Total	100%	100%
Alternative Management Entities		
053 Courtyard Apts. @ Riverview	100%	100%
126 8 Diamonds	100%	100%
127 Spring Garden Scattered Sites	100%	100%
131 St. Anthony's Senior Residence	100%	100%
128 Martin Luther King-Phase I	100%	100%
Total	100%	100%
	100%	100%
GRAND TOTAL PHA & AME		
	100.0%	99%

MOVING TO WORK PLAN
APPENDIX J

APPENDIX J

ANNUAL PUBLIC HOUSING RESIDENT SATISFACTION SURVEY PROTOCOL

Under the Moving To Work Agreement, the Philadelphia Housing Authority (PHA) is authorized by HUD to develop and administer a Resident Satisfaction Survey. PHA plans to administer a survey substantially similar to the attached survey during MTW Year 4. (PHA may modify the survey instrument based on internal priorities and the results of a survey field test.)

PHA will utilize the following protocol to administer the MTW Year 4 public housing resident satisfaction survey:

- A stratified random sample of residents representing scattered and conventional sites, family and elderly households and the ethnic composition of PHA's public housing sites will be developed. The sample is currently estimated to include up to 2,000 households. A statistically valid survey return rate will be developed for each conventional and scattered site. Once the survey return rate is attained for each specific site, surveyors will move on to another site for survey administration. PHA will require survey responses from an estimated 600 households; however, this total may be modified to meet stratification objectives.
- A pre-survey notification letter will be mailed to each of the households in the sample universe informing families of the dates of the impending survey and administration process.
- PHA will sub-contract with a qualified contractor to administer the survey using a door-to-door approach. PHA anticipates that the survey contractor will utilize trained residents to administer the survey.
- The resident surveyors will receive training on survey administration techniques and orientation on the Resident Satisfaction Survey. Trained resident surveyors will be scheduled to administer the survey during the morning, afternoon and evening hours, taking into account the specific needs and schedules of the residents at each site. It is anticipated that it will take approximately one month to complete administration of 600 surveys.
- PHA will prepare an English and Spanish version of the survey. Households requiring a Spanish-speaking surveyor will be noted as such and scheduled for survey administration by a Spanish speaking resident surveyor.
- PHA will conduct a pre-survey test by administering the survey to 20 households. The resident surveyors will note specific issues and concerns related to the survey document and administration. All issues and concerns will be addressed prior to beginning the formal survey administration process.
- PHA's contractor will perform data entry and statistical analysis of the survey. Results will be analyzed by looking at the Housing Authority as a whole, by development, family type and ethnicity.
- PHA will prepare a final survey report that will include both narrative and statistical results. Results will be reviewed internally. Where appropriate, PHA will identify required actions based on survey results.
- The Resident Satisfaction Survey results will be included in PHA's Annual MTW Report.

Resident ID: _____

Resident Address: _____

Interviewer Name: _____

Date: _____

Philadelphia Housing Authority Customer Service and Satisfaction Survey

Hello, my name is _____. I work with Tenant Support Services, Inc., a non-profit partner of the Philadelphia Housing Authority. The Housing Authority is conducting a survey to find out how satisfied you are with your living conditions and to help improve the quality of life in your development. Your participation in this survey is very important. Your answers to these questions will give PHA a good idea of how well the management of your development is meeting its commitments to you. The survey will only take about 15 minutes to complete. The answers you give will remain private. Your name will not be on the survey and will not be identified in any of the answers you give. A head of household should complete the survey. Please think of the past year when you answer each question. I want to thank you in advance for participating in the survey.

(Interviewer: Fill in the box in the upper right corner. Do not write the resident's name on the survey. Verify that the respondent is the head of household. Indicate one response for each question by checking the resident's answer using a red pen or marker.)

Overall Satisfaction

1. How satisfied are you with the following:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
Your unit/home?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Your development/building?	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9	<input type="checkbox"/> 10
Your neighborhood?	<input type="checkbox"/> 11	<input type="checkbox"/> 12	<input type="checkbox"/> 13	<input type="checkbox"/> 14	<input type="checkbox"/> 15

Maintenance and Repair

2. Over the last year, how many times have you called for maintenance or repairs?

Have Never Called	1 to 3 Times	4 to 6 Times	More Than 6 Times	Does Not Apply
<input type="checkbox"/> 16	<input type="checkbox"/> 17	<input type="checkbox"/> 18	<input type="checkbox"/> 19	<input type="checkbox"/> 20

3. If you called for NON-EMERGENCY maintenance or repairs (for example, leaky faucet, broken light, etc.), the work was usually completed in:

Have Never Called	Less Than 1 Week	1 to 4 Weeks	More Than 4 Weeks	Problem Never Corrected
<input type="checkbox"/> 21	<input type="checkbox"/> 22	<input type="checkbox"/> 23	<input type="checkbox"/> 24	<input type="checkbox"/> 25

4. If you called for EMERGENCY maintenance or repairs (for example, toilet plugged up, gas leak, etc.), the work was usually completed in:

Have Never Called	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
<input type="checkbox"/> 26	<input type="checkbox"/> 27	<input type="checkbox"/> 28	<input type="checkbox"/> 29	<input type="checkbox"/> 30

5. Based on your experience, how satisfied are you with:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Does Not Apply
How <u>easy</u> it was to request repairs?	<input type="checkbox"/> 31	<input type="checkbox"/> 32	<input type="checkbox"/> 33	<input type="checkbox"/> 34	<input type="checkbox"/> 35
How <u>well</u> the repairs were done?	<input type="checkbox"/> 36	<input type="checkbox"/> 37	<input type="checkbox"/> 38	<input type="checkbox"/> 39	<input type="checkbox"/> 40
How well you were <u>treated by the person you contacted for repairs?</u>	<input type="checkbox"/> 41	<input type="checkbox"/> 42	<input type="checkbox"/> 43	<input type="checkbox"/> 44	<input type="checkbox"/> 45
How well you were <u>treated by the person doing the repairs?</u>	<input type="checkbox"/> 46	<input type="checkbox"/> 47	<input type="checkbox"/> 48	<input type="checkbox"/> 49	<input type="checkbox"/> 50

Communication

6. Do you think management provides you information about:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply
Maintenance and repair (for example, water shut-off, boiler shut-down, modernization activities?	<input type="checkbox"/> 51	<input type="checkbox"/> 52	<input type="checkbox"/> 53	<input type="checkbox"/> 54	<input type="checkbox"/> 55
The rules of your lease?	<input type="checkbox"/> 56	<input type="checkbox"/> 57	<input type="checkbox"/> 58	<input type="checkbox"/> 59	<input type="checkbox"/> 60
Meetings and events?	<input type="checkbox"/> 61	<input type="checkbox"/> 62	<input type="checkbox"/> 63	<input type="checkbox"/> 64	<input type="checkbox"/> 65

7. Do you think management is:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Does Not Apply
Responsive to your questions and concerns?	<input type="checkbox"/> 66	<input type="checkbox"/> 67	<input type="checkbox"/> 68	<input type="checkbox"/> 69	<input type="checkbox"/> 70
Courteous and professional with you?	<input type="checkbox"/> 71	<input type="checkbox"/> 72	<input type="checkbox"/> 73	<input type="checkbox"/> 74	<input type="checkbox"/> 75
Supportive of your resident/tenant organization?	<input type="checkbox"/> 76	<input type="checkbox"/> 77	<input type="checkbox"/> 78	<input type="checkbox"/> 79	<input type="checkbox"/> 80

8. Are you involved in a resident/tenant organization in your housing development?

Yes	No
<input type="checkbox"/> 81	<input type="checkbox"/> 82

Safety

9. How safe do you feel:

	Very Safe	Safe	Unsafe	Very Unsafe	Does Not Apply
In your unit/home?	<input type="checkbox"/> 83	<input type="checkbox"/> 84	<input type="checkbox"/> 85	<input type="checkbox"/> 86	<input type="checkbox"/> 87
In your building?	<input type="checkbox"/> 88	<input type="checkbox"/> 89	<input type="checkbox"/> 90	<input type="checkbox"/> 91	<input type="checkbox"/> 92
In your parking area?	<input type="checkbox"/> 93	<input type="checkbox"/> 94	<input type="checkbox"/> 95	<input type="checkbox"/> 96	<input type="checkbox"/> 97

10. Do you think any of the following contribute to crime in your development?
(Mark all that apply.)

Bad lighting	<input type="checkbox"/> 98	Residents don't care	<input type="checkbox"/> 102
Broken locks	<input type="checkbox"/> 99	Resident screening	<input type="checkbox"/> 103
Location of housing development	<input type="checkbox"/> 100	Vacant units	<input type="checkbox"/> 104
Police do not respond	<input type="checkbox"/> 101	Open-air drug activities	<input type="checkbox"/> 105

11. If residents in your development break the rules in the lease, does management take action?

Yes	No	Don't Know
<input type="checkbox"/> 106	<input type="checkbox"/> 107	<input type="checkbox"/> 108

12. Are you aware of any crime prevention programs available to residents (for example, Neighborhood Watch, Block Watch, Community Policing, Tenant Patrol, or Street Patrol)?

Yes	No	Does Not Apply
<input type="checkbox"/> 109	<input type="checkbox"/> 110	<input type="checkbox"/> 111

Services

13. Over the last year, how many problems, if any, have you had with electricity or heat?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
<input type="checkbox"/> 112	<input type="checkbox"/> 113	<input type="checkbox"/> 114	<input type="checkbox"/> 115	<input type="checkbox"/> 116

13a. If you had a problem with electricity or heat, how long did it take to fix?

Never Had A Problem	Less Than 6 Hours	6 to 24 Hours	More Than 24 Hours	Problem Never Corrected
<input type="checkbox"/> 117	<input type="checkbox"/> 118	<input type="checkbox"/> 119	<input type="checkbox"/> 120	<input type="checkbox"/> 121

14. Over the last year, how many problems, if any, have you had with kitchen appliances (for example, stove, refrigerator, etc.)?

Never Had A Problem	1 to 3 Problems	4 to 6 Problems	More Than 6 Problems	Does Not Apply
<input type="checkbox"/> 122	<input type="checkbox"/> 123	<input type="checkbox"/> 124	<input type="checkbox"/> 125	<input type="checkbox"/> 126

18. How often, if at all, are any of the following a problem in your development:

	Never	Sometimes	Often	Always	Does Not Apply
Abandoned cars?	<input type="checkbox"/> 172	<input type="checkbox"/> 173	<input type="checkbox"/> 174	<input type="checkbox"/> 175	<input type="checkbox"/> 176
Broken glass?	<input type="checkbox"/> 177	<input type="checkbox"/> 178	<input type="checkbox"/> 179	<input type="checkbox"/> 180	<input type="checkbox"/> 181
Graffiti?	<input type="checkbox"/> 182	<input type="checkbox"/> 183	<input type="checkbox"/> 184	<input type="checkbox"/> 185	<input type="checkbox"/> 186
Noise?	<input type="checkbox"/> 187	<input type="checkbox"/> 188	<input type="checkbox"/> 189	<input type="checkbox"/> 190	<input type="checkbox"/> 191
Rodents and insects (indoors)?	<input type="checkbox"/> 192	<input type="checkbox"/> 193	<input type="checkbox"/> 194	<input type="checkbox"/> 195	<input type="checkbox"/> 196
Trash/litter?	<input type="checkbox"/> 197	<input type="checkbox"/> 198	<input type="checkbox"/> 199	<input type="checkbox"/> 200	<input type="checkbox"/> 201
Vacant units?	<input type="checkbox"/> 202	<input type="checkbox"/> 203	<input type="checkbox"/> 204	<input type="checkbox"/> 205	<input type="checkbox"/> 206

Conclusion

19. If there is a person with a permanent disability in your household who has difficulty moving around, did your management make necessary changes to your unit if you requested them (for example, grab bars, lowered light switches, wheelchair access)?

Made No Such Request ☐207 Yes ☐208 No ☐209 Does Not Apply ☐210

20. Since moving into your current residence, have you been told by a doctor, nurse, or the local health department that any of your children (who live with you) have lead poisoning or a high level of lead in their blood?

Yes ☐211 No ☐212

21. Would you recommend your housing development to a friend or family member seeking public housing?

Yes ☐213 No ☐214 Don't Know ☐215

General Information

22. What is your gender? Male ☐216 Female ☐217

23. How old are you? 18-24 ☐218 25-34 ☐219 35-44 ☐220 45-54 ☐221 55-61 ☐222 62+ ☐223

24. What is your race/ethnicity (mark all that apply)? Caucasian/White ☐224 African-American/Black ☐225 Asian/Pacific Islander ☐226 Native American/Indian ☐227 Hispanic ☐228 Other ☐229

25. How long have you lived in your housing development? Less Than 6 Months ☐230 6 Months to 2 Years ☐231 2 to 5 Years ☐232 Over 5 Years ☐233

26. How much do you pay in rent each month (including utilities)? Less Than \$100 Per Month ☐234 \$100 to \$199 Per Month ☐235 \$200 to \$299 Per Month ☐236 \$300 to \$399 Per Month ☐237 \$400 to \$499 Per Month ☐238 \$500 or More Per Month ☐239

Thank you for completing the Customer Service and Satisfaction Survey!

MOVING TO WORK PLAN
APPENDIX K

10. Changes in the calculation of Annual Income for elderly and disabled households with respect to Medicare/Medicaid/health insurance payments, the full amount of the health insurance payments will be deducted from income prior to the calculation of the rent.
11. Calculation of the total tenant payment with a reduced percentage of monthly adjusted income using a tiered formula based on family size:
 - Household Size 1 – 2 persons: Rent is 28% of adjusted monthly income
 - Household Size 3 – 4 persons: Rent is 27% of adjusted monthly income
 - Household Size 5+ persons: Rent is 26% of adjusted monthly income
12. Maintenance of the current program for application of utility allowances.
13. Recertification every 24 months for Public Housing, and for ceiling rent families, every 36 months (24-month recertification process already in place for Housing Choice Voucher participants).
14. Elimination of the earned income disregard.
15. Elimination of the need to report increases in income that occur between regularly scheduled recertifications. (Family composition changes and additions to the family that add income must still be reported). If income decreases between regularly scheduled recertifications resident may still request an interim re-certification.
16. Add a requirement for Public Housing participants reporting zero income to document zero income every 90 days.
17. By separate Board action establish a minimum rent for both Public Housing and Housing Choice Voucher participants. After a 90-day grace period, a \$50 minimum rent would apply to families reporting zero income. (The minimum rent will also apply to any tax credit units assisted by PHA.).
18. Exempt certain households from minimum rent. Public Housing households headed by or consisting of seniors or persons with disabilities are exempt from the minimum rent. Households headed by seniors or persons with disabilities that include non-senior, non-disabled members who are able to work will still be subject to the minimum rent.
19. By separate Board action, revise the Public Housing ceiling rent schedule.
20. Establish a review committee for the Public Housing program to examine any claim of hardship that results from rent simplification. The committee will consist off PHA staff and residents.
21. Establish a phase in period for any rent increases in excess of \$50.00 that result from rent simplification. For rent increases in excess of \$50.00 rent will increase as follows: 50% of the increase will be applied at the time of the first reexamination under rent simplification and 50% will be applied one year after the first reexamination under rent simplification.



Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene
Executive Director

July 13, 2004

Mr. Milan Ozdinec
Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing and Urban Development
451 7th Street, SW Room 4130
Washington, DC 20410-5000

Re: Review issues MTW Year 4 Plan

Dear Milan;

Over the past few weeks PHA and HUD staff have been in discussions concerning review issues related to our MTW Year 4 Plan. Based on these discussions we are providing the following for your consideration and review:

Plan Activities that cannot proceed without PHA's request and HUD approval

Item #1 -- Per PHA's current MTW Agreement, PHA must request and receive prior HUD approval for any HCV policy that deviates from existing HUD rules can be adopted.

Resolution -- Amend MTW Agreement to align HCV with the public housing requirements as described in Article 1, Section I. PHA has sent a separate letter to start the process for amending the agreement.

Item #2 – Streamlining Demolition and Disposition waiver: PHA submitted a separate waiver request for this. PHA remains interested in a HUD approved streamlined demolition and disposition processing. HUD has indicated that PHA must identify in the MTW Year 4 plan, those properties it is likely to demolish and/or dispose of in FY 2004. HUD is willing to provide same processing changes made available through MTW to Atlanta and Oakland. Only processing changes are permitted. In turn, PHA must provide "likely properties list" as part of the MTW Year 4 Plan.

Resolution – PHA is willing to accept the demolition/disposition language offered to other MTW agencies. The language reads as follows:

PHA is authorized to utilize a streamlined HUD review process for demolition and disposition applications, which will include a single point of contact at the Special Applications Center for review, and to provide technical assistance and approve any demolition and disposition request. The Special Applications Center commits to providing a deficiency list to PHA within two weeks of receipt of an application and further commits to responding to all subsequent submissions within ten days from then on provided that: (1) the application is complete, (2) the application is part of an approved MTW plan, and (3) an environmental review has been signed off on by the HUD field office.

PHA will prepare a "likely properties list" as a separate Appendix to the MTW Year 4 Plan. This Appendix will be provided under separate cover.

Rec - 7/15/04

Item #3 -- Mixed Financing Wavier: PHA submitted a separate wavier request. HUD advises that waivers made available to other MTW agencies are not available to PHA.

Resolution – PHA and HUD will meet to discuss this issue. PHA is asking for the same wavier authority granted to the Atlanta Housing Authority. The AHA MTW Agreement provides for a simplified development and redevelopment process. PHA's original waiver request includes modified agreement language based on Atlanta's Agreement, a good cause justification, development process protocol (also modeled after Atlanta's), and an index of model documents and evidentiaries for mixed finance closings. PHA is interested in standardizing the internal procedures and process to maintain a high level of quality control over each transaction. When taken together -- flexibility, improved internal procedures, model documents -- PHA can assure HUD a high level of quality control with deals that close timely and more efficiently.

- PHA is requesting approval of its mixed financed waiver as submitted.

Item #4 -- Procurement Waiver: PHA submitted a separate wavier request. HUD advises that MTW flexibility granted to other agencies is available to PHA. HUD has provided PHA with a copy of, "Good Cause Justification for authorization to use an alternate system of procurement as outlined in Section IX of the King County Housing Authority's MTW Agreement.

Resolution – PHA has reviewed the language provided by HUD. PHA believes that the procurement wavier submitted to HUD is already in substantial conformance to the King County and Atlanta documents.

- PHA is requesting approval of the procurement waiver and alternative procurement policy as submitted.

Item #4 -- Resident Survey: PHA is not authorized to use the survey without HUD approval.

Resolution – The Survey was provided in PHA's Year 3 Plan and HUD agrees to send a separate letter approving survey.

Plan elements that require submission of additional information by August 1, 2004

Item #5 – Voucher Utilization for tenant-based assistance: HUD requests that PHA provide justification for keeping the number of targeted tenant-based vouchers constant or increase the number according to PHA's goal of full voucher utilization by the end of year 5 of the demonstration.

PHA Response -- PHA has the flexibility under the agreement to establish tenant based voucher utilization in conjunction with its use of MTW activity vouchers as described in the Year 4 Plan (and all prior MTW plans). PHA's vouchers are 100% utilized in accordance with the activities and flexibility provided under the MTW Agreement. PHA has never set a goal of 100% tenant-based utilization and in PHA's view no additional justification for the level of tenant-based vouchers is required.

However, PHA has agreed to provide an additional 150 tenant-based vouchers for MTW Year 4 only. PHA is conditioning this increase with the understanding that HUD will help resolve open issues with respect to the HUD IG Audit on Voucher Utilization. PHA believes that this audit has incorrectly interpreted PHA's MTW Agreement and other factors related to voucher utilization.

Attached are revised Tables 4-1 and 9-1 showing an increase in tenant-based vouchers from 14,700 to 14,850.

Item #6 -- PHA must provide additional detail on how non-tenant based voucher funding is being used.

Resolution – PHA agrees to modify narrative on page 30 of the plan (Uses of Funds) to explain more on MTW Family program – pg. 46 of Plan. The narrative will be modified to indicate that some of the capital

projects listed are "continued" into Year 4. PHA will also provide a list of MTW activities proposed for Year 4. A revised page 30 is attached.

Item #7 -- Section 6, Uses of Funds: Table 6-1 should identify how funding is currently being used in FY 2003 and how funding is projected to be used in FY 2004

Resolution -- For comparison purposes and as required by Attachment B to the MTW Agreement, Table 6-1 will be modified to show FY 2003 funds. The modified table is attached.

Item #8 -- Section 7, Capital Improvement Strategy: Tables 7-1 and 7-2 identify extensive capital and development activity but are unclear as to how much of the funding comes from other private or public sources.

Resolution -- PHA advises that Table 7-1 and 7-2 are footnoted to indicate projects with Bond funds, HOPE VI, and mixed financing. HUD asks in future years that PHA also identify those mixed financing projects that are approved and have gone to closing.

Item #9 -- How much of PHA's total budget of \$352 million will go toward capital?

Resolution -- PHA will add a line to narrative on pg. 30 estimating the capital dollars in MTW Year 4. PHA cautions that this is an estimate only and that under the block grant approach funds can be moved into capital activities or out of capital into operating. A revised page 30 is attached.

Item #10 -- Appendix D: Capital budget listed at \$67 million, HUD indicates costs add to \$66million.

Resolution: PHA has rechecked the Capital Fund budget and advises that \$500,000 in operating subsidy must be included. If the \$500,000 is added to \$66,834,247 the total comes to the amount listed in the Plan for the Capital Program \$67,334,247.

Item #11 -- Appendix D, Capital Budget, does not agree with Table 6-1 in Uses of Funds.

Resolution -- PHA advises that the Capital Fund dollars must be added to the Replacement Housing Factor (RHF) funds of \$14,500,000.

Capital Fund =	\$67,334,247
RHF =	<u>\$14,500,000</u>
Total =	\$81,334,247 (amount shown in Table 6-1)

Item #12 -- Appendix E, RHF: HUD requests that PHA show RHF projects to be funded and provide information that PHA is meeting the leverage requirements for second increment funding.

Resolution -- PHA has submitted its RHF Plan to the HUD field office. A copy of the Plan tables, listing the information requested above, and the field office approval letter are attached.

Item #13 -- Households served Table 4-1 and Table 2-1 do not cross check.

Resolution -- PHA advises that Table 4-1 shows units and Table 2-1 shows households. The tables will not agree do to occupancy and other factors. No revisions are required.

Item #14 -- Waiting list for HCV dropped to 6,106.

Resolution -- PHA has housed additional families from the waiting list to reach its tenant-based goal of 14,700 families. In addition PHA has purged and updated the waiting list for the HCV program. PHA has revised page 20 of the plan to explain the change.

Item #15 -- Appendix F, Vacancy Rates: PHA failed to provide target vacancy rates by property.

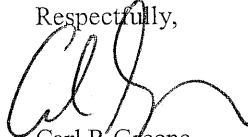
Resolution -- Attachment B to the MTW Agreement does require target vacancy rates. Appendix F has been modified and is attached to this letter.

Item #16 -- Appendix K -- missing one page.

Resolution -- Appendix K with missing page is attached.

Thank you for your assistance in this matter. Please feel free to contact me at 215-684-4174 or Gregory Russ at 215-684-3901.

Respectfully,

A handwritten signature in black ink, appearing to read 'Carl R. Greene', with a stylized flourish at the end.

Carl R. Greene
Executive Director



Philadelphia Housing Authority

Building Beyond Expectations

Carl R. Greene
Executive Director

July 13, 2004

Mr. Milan Ozdinec
Deputy Assistant Secretary
Office of Public and Indian Housing
U.S. Department of Housing and Urban Development
451 7th Street, SW Room 4130
Washington, DC 20410-5000

Re: Amendment to MTW Agreement

Dear Mr. Ozdenic;

In order to permit flexibility under the MTW program and avoid an inefficient process that results in a separate approval process for each program element, PHA is proposing to amend the HCV Voucher language to bring that section of the agreement into conformance with existing language for the public housing program. The following amendment language is proposed for PHA's MTW Agreement, Statement of Authorizations, Section VII., paragraph B:

CURRENT LANGUAGE

B. Authorized Local Rent Subsidy Program Activities

Subject to prior HUD approval and provided that PHA complies with all HUD requirements regarding rent reasonableness, the PHA is authorized to develop its own Local Rent Subsidy Program through exceptions to the standard Section 8 Program rules and regulations. Such exceptions must be designed to further the PHA's goal of creating a successful Local Rent Subsidy Program with stable landlords, high quality properties and mixed-income neighborhoods.

PROPOSED LANGUAGE

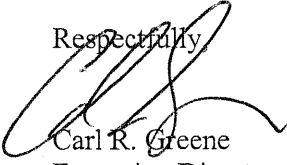
B. Authorized Local Rent Subsidy Program Activities

~~Subject to prior HUD approval~~ Provided that PHA complies with all HUD requirements regarding rent reasonableness the PHA is authorized to develop its own Local Rent Subsidy Program that may include exceptions to the standard Section 8 Program rules and regulations. PHA will use procedural requirements consistent with those described in Article I., Section I. of this Agreement in adopting and implementing the Local Rent Subsidy Program. The Local Rent Subsidy Program must be designed to further the PHA's goals of creating a successful Local Rent

Subsidy Program with stable landlords, high quality properties and mixed-income neighborhoods.

We have discussed this language with your technical staff and we are in agreement that this amendment is the best way to proceed. PHA has many MTW initiatives underway, so we look forward to a prompt approval of the Amendment. Thank you for your assistance in this matter. Please feel free to contact me at 215-684-4174 or Gregory Russ at 215-684-3901.

Respectfully,



Carl R. Greene
Executive Director

SECTION 4: CHANGES IN HOUSING STOCK

This section compares the number and types of housing units and Housing Choice vouchers available as of September 30, 2003 and a projection for the number of units that will be available by March 31, 2005.

A. Existing Number of Housing Units Available As of September 30, 2003.

Housing Choice Voucher. PHA had approximately 16,750 MTW vouchers available as of September 30, 2003.

Public Housing. PHA had approximately 15,865 family public housing units available as of September 30, 2003.

B. Projected Number of Housing Units Available by March 31, 2005.

Table 4-1 provides projections of the number of public housing and Housing Choice Voucher program units to be utilized by March 31, 2005 (See Tables in Section 2 for Households Served).

Housing Choice Voucher. PHA projects that it will use 14,700 vouchers for tenant-based by March 31, 2005. PHA will use the balance of its MTW vouchers for approved MTW activities.

Public Housing. As a result of vacancy reduction and redevelopment efforts, PHA projects an increase of 810 available public housing units during MTW Year Four and an increase of 1,696 households served.

Table 4-1. Number of Public Housing Units and Housing Choice Vouchers Existing and In Use in Year Four of MTW.

Housing Programs	Current	Current	Projected	Projected
	Available	In Use	Available	In Use
	Sept 30, 2003	Sept 30, 2003	March 31, 2005	March 31, 2005
MTW Tenant-Based Vouchers	16,750	14,236	16,750	14,850
MTW Activity Vouchers ¹	--	2,050	--	1,900
MTW Voucher Subtotal	16,750	16,286	16,750	16,750
Section 8 Moderate Rehabilitation	935	928	935	928
Non-MTW Vouchers ²	929	879	929	879
Non-MTW Voucher Subtotal	1,864	1,807	1,864	1,807
Voucher Total	18,614	18,093	18,614	18,557
Public Housing: Units	15,865	12,274	16,675	13,970
TOTAL PHA UNITS	34,479	30,367	35,289	32,527

¹ See Table 9-1.

² Special purpose vouchers for the Family Unification Program, Designated Housing, Stenton Arms, Kemble Park (opt-outs) and Mt. Olivet (relocation).

C. Reformulation of Public Housing Units

Developments and scattered sites units are identified by designated HUD numbers. With the approval of HUD and certain investors, PHA intends to combine (reformulate) a portion of three of its developments into one number and its scattered sites into ten numbers. PHA will initiate two requests to HUD for reformulation: (1) Richard Allen III and Cambridge I, II and III, which are effectively contiguous, mixed-finance developments, will be combined under one number, with a request for sub-numbers for each of the developments; and (2) PHA's scattered sites will be reformulated from sixteen (16) to ten (10) separate numbers. PHA owns approximately 8,000 scattered site properties in the city of Philadelphia. Reformulation of these properties would result in: (1) unified record keeping and reporting for tax credit and bond- funding purposes; and (2) management and staffing efficiencies such as shared management with a single tax-credit experienced manager. Only the mixed-finance portions of Richard Allen will be included in the reformulation.

Leasing Information.

1. Units Under Lease. As of September 30, 2003 PHA had a total of 18,722 vouchers/certificates (MTW vouchers =16,750; non-MTW vouchers = 929 and Moderate Rehabilitation certificates 1,043). Non-MTW vouchers are used for special purpose programs. HUD requires that these vouchers be kept separate from MTW. As of September 30, 2003, 14,236 MTW vouchers were leased.

2. Target Lease Rate Year 4. PHA expects to lease 14,700 MTW tenant-based vouchers by March 31, 2005 representing a 100% utilization rate for MTW tenant-based program. The balance of the remaining MTW vouchers will be used for the MTW Activity programs as described in Table 9-1. PHA also expects to achieve a 100% utilization rate for all non-MTW vouchers. PHA will meet its targets by implementing the following strategies:

- Increasing the number of affordable units available;
- Providing leased housing search assistance;
- Providing Mobility Counseling as part of the Family Program;
- Permitting applicants who were issued vouchers to lease in place if units meet minimum requirements;
- Implementing the Community Partners program as part of the Family Program;
- Adding quality units in neighborhoods meeting site and neighborhood standards in MTW agreement;
- Improving outreach to landlords with handicapped accessible units;
- Providing financial assistance and incentives to landlords willing to participate in the Housing Choice Voucher Program with reduced interest rehabilitation loans to improve and increase the number of dwelling units available;
- Redesigning key elements of the Housing Choice Voucher Program; and
- Implementing a Unit-based voucher program and the Dislocated Worker Program.

Table 9-1. Proposed MTW Voucher Usage in MTW Year Four.

ACTIVITY/USAGE	Dollar Allocation	Voucher Allocation	Utilization
Tenant-Based Voucher Assistance	\$117,834,750	14,850 ¹	100%
MTW Activity Vouchers	-----	1,900	
Capital Activities	\$100,000		
Family Program including <ul style="list-style-type: none"> • Mobility Counseling • Community Partners Program • Self-sufficiency programs 	\$8,054,073		
Quality of Life Program	\$1,850,000		
Management Efficiencies	\$2,000,000		
Subtotal	\$12,004,073	1,900	100%
Total²	129,838,823	16,750	100%
MTW Activity Vouchers -- programs funded from turnover			
Dislocated Worker (estimated)	\$1,204,800	150 ³	
Unit-Based Vouchers (estimated)	\$1,606,400	200 ³	

¹This number represents the tenant-based leasing goal for MTW Year 4 (3/31/05). This goal is a conditional commitment.

²Baseline 16,750 MTW Vouchers with anticipated income of \$129,838,823

³Turnover vouchers are included in the 14,850.

NOTE: This budget for the voucher program may require modifications to reflect changes in appropriations or to address other MTW initiatives as described in this Plan (See Section 6: Uses of Funds).

SECTION 6: USES OF FUNDS

A. Previous Year Expenditures.

The focus of Year Four activities is to increase the number and quality of affordable housing units available to eligible low-income families by improving maintenance and management operations, reducing overhead costs, and accelerating the schedule of redevelopment activities. Most Year One through Year Three activities centered on implementing improvements to PHA's systems, procedures, and administrative structure. The focus of the upcoming year will be on upgrading existing housing stock, developing additional public housing units, improving the delivery of services to residents, and streamlining functions in the organization for the purpose of reducing administrative costs.

B. Planned Expenditures.

Planned expenditures for the following year are presented below in Table 6-1 according to the individual sources of the MTW Block Grant.

Table 6-1. Projected Expenditures by Program

Project	FY 2004 Budget	Prior Year Actual (thru 3/31/04)
Public Housing Operating Funds	\$124,197,575	\$115,576,377
Capital Funds ¹	81,834,247	\$76,771,913
Housing Choice Voucher Program	143,109,166	\$142,821,757
Other Grants	3,469,128	\$2,134,488
TOTAL	\$352,610,116	\$337,304,535

Table 6-1 Notes: All 2004 funds subject to appropriations. The Capital Funds total includes all funds described in Appendix D, \$67,334,247 plus Replacement Housing Factor funds of \$14,500,000. HCV Funds include \$353,603 (interest income) plus \$142,755,563 (HCV Budget).

Public Housing Operating Funds. Includes the costs to manage and operate the PHA conventional site developments and scattered site housing and the authority's administrative offices.

Capital Funds. Includes unit rehabilitation, vacancy reduction, new unit development, site improvements, non-dwelling upgrades, property acquisition, architectural and engineering services, and management improvements. Of PHA's total funds for FY 2004 \$81,934,247 from all sources may be applied to capital projects. This estimate does not include possible inter-fund transfers or projects identified in prior plan years that continue into this fiscal year.

Housing Choice Voucher Funds. Includes tenant-based vouchers, moderate rehabilitation, special allocations, and MTW activity vouchers. MTW activity vouchers are used for a variety of purposes:

MTW Activity, Capital Projects – A total of 382 units including new construction and comprehensive rehabilitation at:

- Cambridge Plaza I and II
- Suffolk Manner

- Mt. Olivet

Work at Cambridge Plaza II and Mt. Olivet will continue into Plan year 4.

MTW Activity, Vacancy Reduction – A total of 374 units were targeted for substantial repair and improvements at:

- Mantua Hall
- Oxford Village
- Hill Creek
- Johnson Homes
- Harrison Plaza
- Holmecrest
- Morton Homes
- Norris Apts.
- Queen Lane
- Bentley Hall
- Westpark Apts.
- Whitehall (Comprehensive Modernization)

Work at Whitehall will continue into Plan Year 4.

MTW Activity, Family Program/quality of life -- Includes HCV complaint response, public housing lease enforcement, and activities in support of self-sufficiency efforts in the HCV and PH programs. Family program activities include:

- Mobility and other counseling services
- Community partners
- Family Self-sufficiency centers
- Youth Development
- Pre-apprenticeship program
- Employment Training
- Economic development
- Homeownership
- Staffing in support of activities

See Section 10, pg. 46 of this Plan for a complete description of the family program.

MTW Activity, Management Efficiencies – includes software enhancements, energy management, technical assistance, and staff training.

Other Grants. Includes social service programs for residents.



U.S. Department of Housing and Urban Development

Philadelphia Office

1001 Market Street, 21st Floor
Philadelphia, Pennsylvania 19107-2000

May 7, 2004

Mr. Carl R. Greene
Executive Director
Philadelphia Housing Authority
12 S. 23rd Street
Philadelphia, PA 19103-4497

Dear Mr. Greene:

We acknowledge receipt of your letter dated March 26, 2004, which transmitted revisions to the Authority's Replacement Housing Plans for the first and second increments of funding. The revisions consisted of moving some of the Authority's mixed-financed development activities between increments and the addition of new development activities.

We have reviewed the revised plans and development schedules, and have no objection to the revisions as submitted. We have updated the obligation start date in LOCCS for Year 6 of Replacement Housing Factor funding to reflect the inclusion of this grant in the Replacement Housing Plan for the first increment of funding, based on the development schedule provided in your submission. Please ensure that all obligation and expenditure deadlines as established in LOCCS are met to avoid any recapture of funding.

If you have any questions concerning this matter, please do not hesitate to contact Dennis G. Bellington, Division Director, by calling (215) 656-0581 extension 3339 or at Dennis_Bellington@HUD.GOV on the Internet. Our text telephone (TTY) number for the hearing impaired is (215) 656-3450.

Sincerely,

/s/ Dennis Bellington

Malinda Roberts
Director
Office of Public Housing

cc:

Michael Leithhead, Senior Deputy Executive Director
Jemine A. Bryon, Assistant Executive Director for Real Estate and Development

PHILADELPHIA HOUSING AUTHORITY

RHF PLAN YEAR 1-5

R revised Date:03/25/04

DEVELOPMENT DESCRIPTION

Sources	117 Scattered Site Infill units	R. ALLEN - 178 RENTAL UNITS	MT OLIVET - 161 UNITS	MILLCREEK - ONSITE 80 UNITS	MILLCREEK - SIGNATIUS 67 UNITS	CAMBRIDGE III - 40 RENTAL UNITS	TASKER I - 245 UNITS	Total	Mt Olivet
Replacement Housing Fund - Year 1 - FY1998	\$440,993							\$440,993	
Replacement Housing Fund - Year 2- FY1999	\$536,989							\$536,989	
Replacement Housing Fund - Year 3- FY2000	\$2,816,153							\$2,816,153	
Replacement Housing Fund - Year 4- FY2001	\$6,371,123							\$6,371,123	
Replacement Housing Fund - Year 5- FY2002		\$8,858,169	\$825,607	\$4,832,500				\$14,516,276	
Replacement Housing Fund - Year 1-5-FY2003				\$1,271,153		\$3,185,000	\$1,472,652	\$6,290,805	
Total Replacement Housing Fund	\$10,165,258	\$8,858,169	\$825,607	\$6,103,653	\$362,000	\$3,185,000	\$1,472,652	\$30,972,339	
HOPE VI Demo. Grant								\$5,000,794	
HOPE VI Revitalization Grant		\$3,484,000		\$836,268		\$680,526		\$20,228,507	
Public Housing Funds - CGP/MTW/DEV	\$7,461,990	\$11,315,511	\$9,844,531	\$8,043,088	\$869,908	\$1,000,000		\$24,240,721	
Public Housing Funds - Program Income		\$5,934,200						\$0	
Total Public Housing Funds	\$7,461,990	\$20,733,711	\$9,844,531	\$8,879,356	\$869,908	\$1,680,526	\$0	\$49,470,022	\$13,799,486
City of Philadelphia - OHCD		\$4,500,000						\$4,500,000	
City of Philadelphia - CDBG					\$350,000		\$17,788,000	\$17,788,000	
Government Bonds							\$33,000,000	\$33,000,000	
Private Bonds							\$0	\$0	
Closing Cost to Buyer							\$0	\$0	
Closing Cost Assistance /RDA Land							\$0	\$0	
Homeowner End Loan / Program Income							\$0	\$0	
City of Philadelphia - Blight Elimination Funds								\$1,000,000	
Penn Homes Funds					\$1,000,000		\$15,544,000	\$56,078,935	
Pennsylvania Low Income Tax Credit Equity		\$8,446,002	\$6,712,573	\$12,766,360	\$6,415,000	\$6,195,000		\$3,958	
Reinvested Developer Fee					\$3,958			\$315,000	
Federal Home Loan Bank Loan					\$315,000			\$500,755	
Grant Funds - Private					\$500,755			\$0	
Grant Funds - State Agency PHFA								\$300,000	
Other	\$300,000							\$0	
CSS in-kind								\$0	
Total Non Public Housing Funds	\$300,000	\$12,946,002	\$6,712,573	\$12,766,360	\$8,584,713	\$6,195,000	\$66,332,000	\$113,836,648	\$7,985,118
Total Sources	\$17,927,248	\$42,537,882	\$17,382,711	\$27,749,369	\$9,816,621	\$11,060,526	\$67,804,652	\$194,279,009	\$21,784,604
Leverage %									367.54%

NOTES:

1. RHF fund of \$825,000 was used for Mt Olivet in year 1-5 plan to replace Modular housing project. The excess fund from Mt Olivet will be used for Suffolk which had a negative balance of \$730,000 since the Financial Closing. Both Mt Olivet and Suffolk is using MTW year 1 fund for capital improvement.

Received Date: 03/25/04

163%

**Table 2-5. Race/Ethnicity of Heads of Households of
Public Housing and Housing Choice Vouchers in Year Four.**

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional ¹	6,334	177	81	14	11	6,617
Scattered Sites	4,369	33	490	8	2	4,902
HCV	13,689	1,647	445	117	145	16,043
Program Totals	24,392	1,857	1,016	139	158	27,562
Percentage Distribution	88%	6%	4%	1%	1%	100%

Source: PHA CCS, September 30, 2003.

¹ Count does not include demographic data from AME Sites. See Table 4-1 for total unit and household count including AME sites.

² Includes MTW Vouchers, Non-MTW Vouchers and Mod Rehab Vouchers.

B. Number and Characteristics of Households on Waiting Lists

Tables 2-6 through 2-9 present information on the characteristics of PHA's existing waiting lists.

Applicants for Public Housing. As of September 30, 2003, there were 16,791 applicants for public housing. Nearly one-half of these applicants (8,559) are requesting two-bedroom units. Approximately 70% (11,885) of all applicants are families. Applicants with disabilities (4,271) represent 25% of the waiting list. Seniors (635) comprise approximately 4% of all applicants. Ninety-five percent of all public housing applicants have reported incomes of less than 30% of the area median income.

Applicants for HCV Program. As of September 30, 2003, there were 6,106 waiting list applicants for the Housing Choice Voucher program. Approximately 71% of applicants are families, 18% are people with disabilities and 10% are seniors. Eighty-eight percent of all HCV applicants have reported incomes of less than 30% of the area median. The waiting list is currently closed. The number of applicants on the HCV waiting list has decreased significantly due to an increased leasing rate, a routine purge of the waiting list, and the fact that the waiting list is presently closed.

**Table 2-6. Composition by Bedroom Size Need for All Waiting
List Applicants for Public Housing and Housing Choice Vouchers in Year Four.**

Housing Type/Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Not Specified	Total
Public Housing	2,789	1,242	8,559	3,832	273	18	6	72	16,791
HCV Housing	3,529	88	1,389	913	154	12	2	19	6,106
Program Total	6,318	1330	9,948	5,221	427	30	8	91	22,897
Percentage Distribution	28%	6%	42%	22%	2%	<1%	<1%	<1%	100%

Source: PHA CCS, September 30, 2003.

APPENDIX F: VACANCY RATES

VACANCIES as of 09/30/03					
SITE NAME / NUMBER	Available Units	Vacant Units	Actual Rate %	Adjusted Rate %	*Target Rate Adjusted %
North Central -					
001 Johnson Homes - vac. red.	532	49	9.21%	9.21%	3.00%
010 Raymond Rosen Manor - mod	307	6	1.95%	1.95%	2.00%
117 Raymond Rosen Manor - mod	46	4	8.70%	4.35%	4.50%
119 Raymond Rosen Manor - New	198	9	4.55%	4.55%	4.50%
050 Norman Blumberg Apts - comp mod	501	96	19.16%	7.58%	6.25%
Total	1,584	164	10.35%	6.57%	
North Area					
003 Richard Allen Homes - H6/202	0	0	-	-	-
003 Richard Allen Homes - reconfig.	150	2	1.33%	1.33%	1.33%
014 Norris Homes	324	77	23.77%	23.77%	8.50%
015 Harrison Plaza - comp mod	299	29	9.70%	9.70%	6.25%
020 Spring Garden - vac. red.	202	18	8.91%	6.93%	4.00%
055B Fairhill Apts	264	13	4.92%	4.92%	2.75%
077 Bentley	99	21	21.21%	21.21%	11.25%
114 Gladys B. Jacobs	80	5	6.25%	6.25%	1.25%
Total	1,418	165	11.64%	11.35%	
Germantown					
024 Queen Lane	138	15	10.87%	10.79%	3.75%
042 Champlost - mod	102	5	4.90%	4.90%	0.25%
049 Morton Homes	248	28	11.29%	11.29%	5.00%
076 Emlen Arms	156	5	3.21%	3.21%	2.00%
083 Germantown	219	77	35.16%	0.46%	N/A
079 Plymouth Hall	69	16	23.19%	23.19%	3.00%
Total	932	146	15.67%	7.51%	
Northeast Area					
023 Liddonfield - vac. red.	461	133	28.85%	28.42%	28.50%
029 Hill Creek - comp mod	334	96	28.74%	12.28%	2.25%
032 Oxford Village - vac. red.	200	26	13.00%	8.50%	1.50%
034 Whitehall Apts - comp mod	249	144	57.83%	14.46%	5.25%
041 Mill Creek Apartments	0				
066 Holmecrest	84	8	9.52%	9.52%	1.25%
Total	1,328	407	30.65%	17.55%	
South Area					
002 Tasker Homes	584	413	70.72%	0.34%	N/A
013 Wilson Park - Elderly	279	13	4.66%	4.66%	4.75%
113 Wilson Park - Multi-family (Mod.)	448	162	36.16%	2.01%	2.25%
031 Bartram Village	493	35	7.10%	6.29%	5.00%
061 Paschall Apts - vac. red.	221	46	20.81%	20.81%	5.00%
062 Point Breeze Court	71	6	8.45%	8.45%	8.50%
Total	2,096	675	32.20%	5.10%	
West Area					
018 Arch Homes	73	12	16.44%	16.44%	1.50%
035 Haddington Homes	148	15	10.14%	9.46%	4.00%
039 Westpark Apts	327	30	9.17%	8.56%	5.50%
045 Mantua Hall - vac. red.	152	46	30.26%	30.26%	15.25%
046 Haverford	24	0	0.00%	0.00%	0.00%
063 Katie B. Jackson(9 Units to S.S.)	59	9	15.25%	15.25%	5.25%
093 Westpark Plaza	65	2	3.08%	3.08%	3.50%
138 Mt. Olivet	218	136	62.39%	2.75%	N/A
Total	1,066	250	23.45%	10.98%	
TOTAL CONVENTIONAL	8,424	1,807	21.45%	9.40%	

APPENDIX F: VACANCY RATES

VACANCIES as of 09/30/03					
SITE NAME / NUMBER	Available Units	Vacant Units	Actual Rate %	Adjusted Rate %	*Target Rate Adjusted %
Scattered Sites					
901 Haddington/Overbrook	471	28	5.94%	1.27%	1.25%
063 Katie B. Jackson(9 Units from Conv.)	9	0	0.00%	0.00%	0.00%
902 Mantua	535	112	20.93%	11.03%	11.25%
903 Kingsessing	588	49	8.33%	3.91%	3.50%
904 Germantown/Hunting Park	476	79	16.60%	7.98%	8.00%
905 Fairhill Square	599	136	22.70%	4.17%	5.25%
030 Abbottsford Homes - mod	642	308	47.98%	10.44%	6.50%
Total	3,320	712	21.45%	6.57%	
Scattered Sites					
906 Francisville	635	213	33.54%	14.02%	14.00%
907 Ludlow	542	155	28.60%	5.35%	6.00%
908 Susquehanna	627	180	28.71%	14.04%	14.25%
909 Strawberry Mansion	726	285	39.26%	16.67%	16.75%
910 Oxford/Jefferson	581	223	38.38%	12.22%	12.25%
055A Parkview Apartments	20	2	10.00%	10.00%	1.50%
065 Collegeview	54	2	3.70%	3.70%	4.00%
100 C.B. Moore Homes	30	1	3.33%	3.33%	3.33%
104 Arlene Homes	32	2	6.25%	6.25%	6.25%
Total	3,247	1,063	32.74%	12.47%	
TOTAL SCATTERED SITES	6,567	1,775	27.03%	9.49%	
TOTAL PHA	14,991	3,582	23.89%	9.44%	3.75%
Alternative Management Entities - PHA					
132 Suffolk Manor	0	0			
133 Richard Allen Homes - Phase III	71	1	1.41%	1.41%	1.00%
134 Richard Allen Homes - Phase III	8	0	0.00%	0.00%	0.00%
137 Cambridge Plaza	0	0			
Total	79	1	1.27%	1.27%	
Alternative Management Entities					
053 Courtyard Apts. @ Riverview	470	9	1.91%	1.91%	4.00%
126 8 Diamonds	152	0	0.00%	0.00%	0.00%
127 Spring Garden Scattered Sites	86	0	0.00%	0.00%	0.00%
131 St. Anthony's Senior Residence	38	0	0.00%	0.00%	0.00%
128 Martin Luther King-Phase I	49	0	0.00%	0.00%	0.00%
Total	795	9	1.13%	1.13%	
Combined AME Total	874	10	1.14%	1.14%	
GRAND TOTAL PHA & AME	15,865	3,592	22.64%	8.98%	8.00%
* The target vacancy rates are based on adjustments using HUD exclusions to adjust the vacancy rate.					

APPENDIX K

ELEMENTS OF RENT SIMPLIFICATION

Currently, PHA calculates income, adjusted income and total tenant payment/tenant rent in Public Housing (PH) using the current HUD mandated system of income exclusions and exclusions, deductions, inclusions and exclusions with respect to assets, etc. The rent calculation system is cumbersome and requires a significant amount of documentation and follow-up in order to obtain all of the required income and family information.

The objective of the rent simplification program is to establish a program that simplifies the calculations and requirements for income verification and rent for Public Housing residents. The goal is to increase administrative efficiency and accuracy, encourage self-sufficiency for residents, reduce paperwork requirements and minimize negative impacts on household rents during the implementation period. Rent simplification will not apply to residents of Tax Credit units (except that the minimum rent will apply to Tax Credit Units), properties assisted under PHA's Unit-based RFP program or to residents of Section 8 Mod/Rehab projects.

PHA has provided a phase in for any Public Housing or Housing Choice Voucher client with a rent increase greater than \$50.00 and a Review Board (consisting of PHA staff and PH Clients) to address any hardship cases that result from rent simplification.

The major elements of the Rent Simplification Program are detailed as follows:

1. PHA will reduce the percentage of adjusted income paid towards rent and dramatically simplify deductions.
2. PHA will disregard the first \$500 of asset income.
3. PHA will establish a review committee consisting of residents and PHA staff to examine any hardship issues that arise from rent simplification, ceiling rent increases or the minimum rent.
4. PHA will phase-in any rent increase greater than \$50. For increases greater than \$50, the family will pay 50% of the increase at the first reexamination under rent simplification and 50% one year after the first reexamination.
5. PHA will be making changes to the requirements for verification of income.
6. Income exclusions required by other federal legislation will be maintained.
7. Self-certification of assets and asset income at initial occupancy and at recertification.
8. The first \$500 of asset income shall be excluded from the calculation of annual income.
9. Elimination of the existing deductions and creation of a new deduction: \$500 working deduction for families with one or more working members who are employed full or part time (at least 20 hours/week).

10. Changes in the calculation of Annual Income for elderly and disabled households with respect to Medicare/Medicaid/health insurance payments, the full amount of the health insurance payments will be deducted from income prior to the calculation of the rent.
11. Calculation of the total tenant payment with a reduced percentage of monthly adjusted income using a tiered formula based on family size:
 - Household Size 1 – 2 persons: Rent is 28% of adjusted monthly income
 - Household Size 3 – 4 persons: Rent is 27% of adjusted monthly income
 - Household Size 5+ persons: Rent is 26% of adjusted monthly income
12. Maintenance of the current program for application of utility allowances.
13. Recertification every 24 months for Public Housing, and for ceiling rent families, every 36 months (24-month recertification process already in place for Housing Choice Voucher participants).
14. Elimination of the earned income disregard.
15. Elimination of the need to report increases in income that occur between regularly scheduled recertifications. (Family composition changes and additions to the family that add income must still be reported). If income decreases between regularly scheduled recertifications resident may still request an interim re-certification.
16. Add a requirement for Public Housing participants reporting zero income to document zero income every 90 days.
17. By separate Board action establish a minimum rent for both Public Housing and Housing Choice Voucher participants. After a 90-day grace period, a \$50 minimum rent would apply to families reporting zero income. (The minimum rent will also apply to any tax credit units assisted by PHA.).
18. Exempt certain households from minimum rent. Public Housing households headed by or consisting of seniors or persons with disabilities are exempt from the minimum rent. Households headed by seniors or persons with disabilities that include non-senior, non-disabled members who are able to work will still be subject to the minimum rent.
19. By separate Board action, revise the Public Housing ceiling rent schedule.
20. Establish a review committee for the Public Housing program to examine any claim of hardship that results from rent simplification. The committee will consist off PHA staff and residents.
21. Establish a phase in period for any rent increases in excess of \$50.00 that result from rent simplification. For rent increases in excess of \$50.00 rent will increase as follows: 50% of the increase will be applied at the time of the first reexamination under rent simplification and 50% will be applied one year after the first reexamination under rent simplification.